



Complete Agenda

Democratic Services
Swyddfa'r Cyngor
CAERNARFON
Gwynedd
LL55 1SH

Meeting

EDUCATION AND ECONOMY SCRUTINY COMMITTEE

Date and Time

10.30 am, THURSDAY, 21ST MARCH, 2019

**NOTE: A BRIEFING SESSION WILL BE HELD FOR MEMBERS AT 10.00AM IN
YSTAFELL GWYRFAI**

Location

Siambwr Hywel Dda, Council Offices, Caernarfon, Gwynedd, LL55 1SH

*** NOTE**

This meeting will be webcast

https://gwynedd.public-i.tv/core//en_GB/portal/home

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(DISTRIBUTED 14/03/19)

EDUCATION AND ECONOMY SCRUTINY COMMITTEE

MEMBERSHIP (18)

Plaid Cymru (10)

Councillors

Steve Collings
E. Selwyn Griffiths
Huw Gruffydd Wyn Jones
Mair Rowlands
Cemlyn Rees Williams

Aled Ll. Evans
Judith Mary Humphreys
Olaf Cai Larsen
Paul John Rowlinson
[Vacant Seat]

Independent (5)

Councillors

Freya Hannah Bentham
Beth Lawton
Elfed Powell Roberts

Elwyn Jones
Dewi Wyn Roberts

Llais Gwynedd (2)

Councillors

Alwyn Gruffydd

Gareth Williams

Gwynedd United Independents (1)

Councillor
Dewi Owen

Ex-officio Members

Chair and Vice-Chair of the Council

CO-OPTED MEMBERS:

With a vote on education matters only

Anest Gray Frazer

Church in Wales

[vacant seat]

The Catholic Church

Dylan Davies

Meirionnydd Parent/Governors
Representative

Karen Vaughan Jones

Dwyfor Parent/Governors'
Representative

[vacant seat]

Arfon Parent/Governors' Representative

Without a Vote

Dilwyn Ellis Hughes

UCAC

David Healey

ATL

A G E N D A

1. APOLOGIES

To receive any apologies for absence.

2. DECLARATION OF PERSONAL INTEREST

To receive any declarations of personal interest.

3. URGENT BUSINESS

To note any items that are a matter of urgency in the view of the Chairman for consideration.

4. MINUTES

6 - 9

The Chairman shall propose that the minutes of the previous meeting of this committee held on 24th January, 2019 be signed as a true record (attached).

5. CONSULTATION ON THE DRAFT ADDITIONAL LEARNING NEEDS CODE AND THE PROPOSED REGULATIONS 10 - 21

Cabinet Member – Councillor Gareth Thomas

To consider a report on the above (attached).

*10.30am – 11.15am

6. EDUCATION AREA OFFICES - PROJECTS TO REDUCE WORKLOAD 22 - 30

Cabinet Member – Councillor Gareth Thomas

To consider a report on the above (attached).

*11.15am – 12.00pm

7. EDUCATION ANNUAL REPORT 2017-18 31 - 56

Cabinet Member – Councillor Gareth Thomas

To consider a report on the above (attached).

*12.00pm – 12.30pm

*LUNCH BREAK – 12.30pm – 1.30pm

8. NORTH WALES GROWTH BID - PROGRESS REPORT

57 - 126

Cabinet Member – Councillor Dyfrig Siencyn

To consider a report on the above (attached).

*1.30pm – 2.30pm

9. THE EFFECTS OF EVENTS IN GWYNEDD

127 - 132

Cabinet Member – Councillor Ioan Thomas

To consider a report on the above (attached).

*2.30pm – 3.00pm

*estimated times

An informal session will be held for members at the close of the meeting.

EDUCATION AND ECONOMY SCRUTINY COMMITTEE 24/1/19

Present: Councillor Beth Lawton (Chair).
Councillor Paul Rowlinson (Vice-chair).

Councillors: Freya Bentham, Steve Collings, Aled Evans, Selwyn Griffiths, Alwyn Gruffydd, Elwyn Jones, Huw Wyn Jones, Cai Larsen, Elfed Roberts, Mair Rowlands, Cemlyn Williams and Gareth Williams.

Co-opted Members: Dilwyn Ellis Hughes (UCAC) and David Healy (ATL)

Ex-officio Member: Councillor Edgar Owen.

Officers present: Vera Jones (Members' Manager – Democratic Services) and Eirian Roberts (Member Support and Scrutiny Officer).

Present for item 5 below:

Councillor Gareth Thomas (Cabinet Member for Education)
Garem Jackson (Head of Education)
Paul Matthews-Jones (Secondary Core Leader - GwE)

Present for item 6 below:

Councillor Gareth Thomas (Cabinet Member for Education)
Garem Jackson (Head of Education)
Debbie A.W.Jones (Education Corporate Services Officer)

Present for item 7 below:

Councillor Craig ab Iago (Cabinet Member for Housing, Leisure and Culture)
Iwan Evans (Legal Service Manager / Monitoring Officer)
Sioned Williams (Head of Economy and Community Department)
Robin Evans (Project Manager)

1. APOLOGIES

Councillors Judith Humphreys, Keith Jones and Dewi Owen
Anest Gray Frazer (Church in Wales)

2. DECLARATION OF PERSONAL INTEREST

The following declared a personal interest in Item 7 - Healthy Living Centres:-

- The Chair, Councillor Beth Lawton - because she was a Director of Cwmni Byw'n Iach. She was of the opinion that it was a prejudicial interest, and she withdrew from the chair and left the meeting during the discussion on the item.
- Councillor Cemlyn Williams - because he was a Director of Cwmni Byw'n Iach. He was of the opinion that it was a prejudicial interest, and he withdrew from the meeting during the discussion on the item.

3. URGENT ITEMS

None to note.

4. MINUTES

The Chair signed the minutes of the previous meeting of this committee held on 22 November, 2018 as a true record.

5. FINAL SUMMER RESULTS 2018

Submitted – the report of the Cabinet Member for Education detailing the final summer results for 2018.

The Cabinet Member and officers expanded on the content of the report, and also responded to questions / observations from the members.

The Chair summarised the main conclusions of the discussion as follows:-

- That the main discussion on this matter had occurred in September last year when the core data was submitted to this committee, and only minor comments were made at this meeting.
- In relation to the Foundation Phase, there was an understanding that there had been a change in the assessment basis and that GwE was working with the schools in order to ensure good quality assessment and ensure support for that.
- In terms of Key Stage 5, though an explanation was received regarding the data and what was happening in Gwynedd and what support was available, considerable disappointment and concern was raised that the data was not public and there was a need to ensure that members could assist schools in their roles as governors to ensure that specific support was provided for specific subjects, as needed.
- In terms of the change in the English GCSE grades threshold level, the committee continued to support the Cabinet Member and the department to campaign in relation to the change which had occurred to the margin and expressed its disappointment that no solution had been found to date, particularly for those individuals who possibly did not succeed in gaining the expected C and B grades last year. Also, the committee wished to give a clear message that there was a need to ensure that this year's pupils would not suffer the same situation in any subject.

6. RESTRUCTURING OF LANGUAGE CENTRES

Submitted - the report of the Cabinet Member for Education seeking the opinion of the members on the options for restructuring the Language Centres as a result of the budget deficit from 2019/20 onwards, along with the observations submitted as part of the consultation.

The Cabinet Member and officers expanded on the content of the report, and also responded to questions / observations from the members.

The Chair summarised the main conclusions of the discussion as follows:-

- That the committee was grateful for the update regarding what had happened with the internal consultation and that there was a clear appreciation of the work undertaken by the language centres and their success.
- That there was no clear message from this committee regarding the solution to the financial deficit. However, there were clear messages to be presented for the department's attention in four fields, namely:-
 - Concern was conveyed by the committee that none of the principles included ensuring that the quality of the provision was maintained in the future and the committee stressed the need to hold an equality impact assessment on the preferred option, and that there may also be room to measure the quality and the impact of change on the provision from now on.
 - Some concern was noted regarding the possible change in the workload of those working in the language centres, but it was also noted that this concern applied to the entire range of services provided by the Education Department in all schools and that the pupil / teacher ratio in every class was also a matter that needed to be addressed. At the same time, there was emphasis on the need to have two teachers in the Secondary Unit.
 - Support was given to continuing with discussions in an attempt to persuade Welsh Government to continue to give more funding to support the Welsh language from now on.
 - It was accepted that the grant would be cut and although everyone would prefer if that were not the case, the committee encouraged the department to look at any other potential sources, whether additional grant funding or from whichever source. Nevertheless, it was fully accepted that the schools had taken substantial and continued cuts for some time now and, although it was an option, the committee did not wish to look to the schools to fund this. In addition, the risk regarding the possibility of what was going to happen in the future was raised, as GwE was looking further at this grant.

7. HEALTHY LIVING CENTRES

This item was chaired by the Vice-chair due to the Chair's interest in the matter.

Submitted - the report of the Cabinet Member for Housing, Leisure and Culture updating the scrutiny committee on the progress made against the approved business case for transferring the healthy living centres to a Council-controlled company and offering an outline of the arrangements in place to address the observations made by this committee at its meeting on 26 September 2017.

The Cabinet Member and officers expanded on the content of the report, and also responded to questions / observations from the members.

The Vice-chair summarised the main conclusions of the discussion as follows:-

- That there was a better understanding of the developments following this item to the committee, particularly in terms of the agreement, the relationship with the Council, the governance arrangements and the financial side also.
- Responses were provided to a number of questions on specific issues in relation to the situation with libraries, schools, grants etc.

- A response was also given to the issues raised in September 2017 and the committee did not have any further specific observations to make.
- That the committee was of the opinion that a communication plan should be created in order to ensure that the residents of Gwynedd were aware of the forthcoming plans.
- Assurance was needed that the requirements in terms of the Welsh language were a part of the agreement and that it would be scrutinised by this committee.

The meeting commenced at 10.30am and concluded at 12.40pm.

Committee	Education and Economy
Title of Report	Consultation on the Draft Additional Learning Needs Code and the Proposed Regulations
Date	21.03.19
Relevant Officer	Ffion Edwards Ellis
Cabinet Member	Gareth Thomas
Context	
<p>The Additional Learning Needs Bill became legislation in 2017. In December 2018, the Draft Code, Education Tribunal for Wales Regulations and the Regulations for ALN Coordinators were issued.</p> <p>Following a period of consultation on the Code (that ends on 22nd of March) it is expected that the Code will come into effect in September 2020, with a transitional period up to 2023.</p> <p>Although there will be definite challenges in terms of presenting the changes, the work within the ALN & I Strategic Review has ensured that the Authority will be pioneering in terms of implementing the legislation principles.</p> <p>The following information summarises the main principles, the planning work and the risks to the authority.</p>	
Main Principles	
<p>Individual Development Plan (IDP) - the same form across the need levels, to be reviewed within 12 months or earlier if required.</p> <p>Based on the rights of the individual; identifying and providing for ALN early, close collaboration between all concerned, fully include individuals, bilingual provision available, minimise disputes.</p> <p>Extend the age range from 0-25.</p> <p>Speed up the process: 6 weeks to create IDP to commence when the ALN have been identified; 12 weeks for the Authority to make a decision regarding the contents of the IDP in usual cases. The Educational Psychologist has to be involved in each case.</p> <p>Duty to favour mainstream education and to include pupils with ALN in all aspects of the School's activities.</p> <p>The NHS will be required to provide any service/treatment usually available concerning ALN.</p>	

No provision **higher** than what is required should be provided.

LAC definition is narrower than what is used in the Well-being Act (2015) (see 1.24).

Increase provision **resolve disputes** and extend the **Tribunal right**.

Chapter	Key information	Local Context	Risks/Cost Increase	Action
2 Main Principles	<ul style="list-style-type: none"> - A rights-based approach - Early ALN identification, intervention and transition - Collaboration - Inclusive - Bilingual Provision - Advocacy <p style="text-align: right;">2.2</p>	<p>Person-centred planning</p> <p>Multi agency links</p> <p>Great deal of preparatory work has occurred in planning the Gwynedd and Anglesey ALN & I service.</p>	<p>Provision of an independent Advocacy Service likely to be at a higher cost than the current provision.</p>	<p>Continue to develop and incorporate the principles.</p>
3 Involving and supporting Children, Carers and Young People	<p>The child and the family at the centre of every process (3.5, 3.10) - Person-centred planning</p> <p>Consent - individual's right to refuse IDP (3.18)</p>	<p>Ensure that processes to give information, hold meetings, prior preparation correspond to the needs of the family.</p> <p>Suitable communication and information available.</p>	<p>The learner and the family do not participate in the process.</p> <p>Unable to provide due to no consent - need to identify other ways of responding to the learner's needs.</p>	<ul style="list-style-type: none"> - A range of methods are required - Suitable information on the website - Suitable training for Schools

<p>4 Duties on local authorities and NHS bodies to have regard to the United Nations Convention on the Rights of the Child and the United Nations Convention on the Rights of Persons with Disabilities</p>	<ul style="list-style-type: none"> - Ensure that leaders and staff involved in the delivery of services relating to ALN are aware of the relevant rights - Involving children and young people in strategic planning - Undertaking impact assessments - Reviewing ALN services and resources to identify any barriers to children's and young people's access to these services, and provide opportunities for children and young people with ALN to contribute to policies and services concerning ALN (4.17) 	<p>Planning</p> <p>Training</p>		<ul style="list-style-type: none"> - Ensure that this is incorporated in the central training programme for schools and staff. - Include the principles within the procedures to review provision.
<p>5 Duty to keep additional learning provision under review</p>	<p>Regular and continuous review of our processes and provisions at LA level</p>	<p>Involve Stakeholders, including parents and learners, in a Review of the provisions</p> <p>Look for good practice</p> <p>Review the quality of the provision in schools</p>	<p>Insufficient provision leads to an increase in dispute and Tribunals</p> <p>Need to ensure capacity to continue with the work that already occurs.</p> <p>Schools not responding to needs</p>	<ul style="list-style-type: none"> - Specific role for the Quality and Data Service (5.12) - Need to respond by adjusting the provision if required

6 Advice and information	Information regarding the provision and systems need to be available in multiple formats .	Information available on the website, in paper form, in public places Information is required on the Authority and Schools' provision which includes admissions procedure, what is available, how to appeal if discontent	Information free of charge sufficiently updated	<ul style="list-style-type: none"> - A central website is in the process of being developed. Needed to ensure administrative support to keep the information up to date.
7 The definition of ALN and ALP	Key sections (see the following) ALN Definition - 7.3, 7.6 ALP Definition – 7.9 Children under compulsory school age – 7.13, 7.14, 7.16 Healthcare Needs - 7.32 Referral Point for advice from agencies - 7.47, 7.56	Difficulties that are significantly higher than peers No differentiated teaching in ALN, neither Welsh or English as an additional language Assistance for healthcare needs is not in ALP unless it contributes towards the ALP - matters for specific conditions currently receive support. School makes a judgement that a case should be referred on to the LA.	Unclear Criteria for what is 'significantly higher' - open definition that can be interpreted in various ways. Insufficient differentiated teaching or targeting levels means that a higher number are subject to School IDP, and then to Authority IDP. School does not refer on to the authority or excessive referrals.	<ul style="list-style-type: none"> - Training for School staff from the ALN Service (also regional approaches) - Ensure that provision maps for each School reach the expected standards - Need a strategic discussion with the DECLO

<p>8 Children under compulsory school age</p>	<p>Every child identified with ALN who is under compulsory school age in the Authority's IDP. (8.1)</p> <p>Learners who are referred for the attention of the authority by various workers (e.g. health), parents</p> <p>The Educational Psychologist has to be involved (8.9)</p> <p>A parent should not have to pay for any additional provision (8.34)</p> <p>When a child reaches compulsory school age the authority can refer the School to conduct the IDP.</p> <p>The Authority needs to appoint an Early Years ALN Lead Officer (EYALNLO)</p>	<p>Training required on IDP administration and use of Person-centred planning</p>	<p>Increase in the need for the ALN workforce to be involved and the need to provide in the early years.</p> <p>Increase in IDP coordination work in the administrative service</p> <p>Unclear systems in terms of provisions in the early years sector is a risk for suitable provision.</p> <p>Additional provision cost</p>	<ul style="list-style-type: none"> - Pilot the Early Years Coordinator post as part of Transformation Grant in order to scope the work - Need a discussion regarding the training rate of Welsh medium Educational Psychologists nationally and regionally. - Need further strategic discussions in order to identify where the roles of the Lead Officer currently lie.
<p>9 Duties on maintained schools</p>	<p>Most of the IDPs will be School IDPs, apart from profound and complex needs and LAC (9.2)</p> <p>Any looked after child identified with ALN in the Authority's IDP - It is the Authority's LAC Coordinator who is responsible for coordinating these</p>	<p>High likelihood that LAC also has ALN - increase in the need to coordinate</p>	<p>Lack of clear systems lead to a failure to keep within time restrictions</p> <p>Increase in workload of the specialist teams, especially Educational Psychologists with extending the age range.</p>	<p>Increase in workload of Psychology Team - this needs to be discussed at a national level.</p> <p>Action that deals with Chapters 1-8 is also relevant here.</p>

	<p>School to refer IDP to the Authority if they feel that they cannot provide, or are unclear regarding the required provision.</p> <p>The authority can adopt or order the school to continue to support</p> <p>Health role (see Chapter 15)</p>	<p>The school has to ensure that it has made a request for information/input for an expert, and that this advice is required within a time limit.</p> <p>The role of the DECLO is vitally important</p>		
<p>10 Duties on Further Education Institutions and Local Authorities</p>	<p>The majority of the IDPs will be the responsibility of the institution. (in the same way as schools) (10.1. 10.2)</p> <p>Any individual undertaking a higher education course is not suitable to be subject to a IDP (10.3)</p> <p>The institution should consult an educational psychologist (10.43)</p>	<p>The Authority can refer the institution to provide</p>	<p>Increase in applications for the LA to provide</p> <p>Increase post 16 disputes and tribunals</p> <p>Educational Psychologists workload</p> <p>Finance released to the Authority based on a formula of use of specialist colleges - number in Gwynedd and Anglesey significantly lower than other Authorities.</p>	<p>LA Post 16 Transformation Officer collaborating with colleges to look at their provision and differentiated systems.</p> <p>Phase 2 Group already looking at the systems and planning</p> <p>Consider formula at regional level</p>

			Increase in workload of the Educational Psychologists Team at Authority IDPs level and FEIs IDPs.	Need regional and national level discussion.
11 Duties on local authorities in relation to children of compulsory school age not attending a maintained school	<p>As part of the process of deciding whether a child has ALN, a local authority must seek advice from an educational psychologist (11.5).</p> <p>Each one has a right to appeal (11.6)</p> <p>The Local Authority should favour mainstream education unless the authority considers that the provision is unsuitable</p> <p>11.3 is unclear in terms of the parents' choice</p> <p>11.66 The local authority must not charge for any provision described in the IDP.</p>	This section of the Code will require a response in the consultation in terms of duties, difficulties to ensure the quality of provision in non -maintained /independent schools, and home educated pupils (EHE)	<p>Higher number of Authority IDPs and workload of Psychologists - expenditure on provision in non-maintained locations increasing</p> <p>Higher number of tribunals</p> <p>Risk of additional cost for provisions within homes and independent schools</p>	-Regional discussion essential - local matters have led to tribunals recently

<p>12 - Duties on local authorities in relation to learners not at a mainstream school or FEI</p>	<p>In a case whereby a child's ALN is drawn to the attention of the LA it is necessary to consider if a IDP is required if "the young person has reasonable needs for education or training and if so, what are they; what provision may be available to meet those needs; and is it necessary for the local authority to prepare and maintain an IDP in order to meet those needs." (12.20)</p> <p>Usual period for training/education is 2 years</p> <p>Consideration needs to be given to the need for joint commissioning</p> <p>Again referring to the need for the Educational Psychologist to get involved (12.9)</p>	<p>These cases may arise at any time before 25 years old (e.g. if the individual's outcomes have not been attained, or if the previous provision was insufficient</p> <p>Connection with the Well-being Act 2015 - provision will be required under this act anyway</p>	<p>Additional workload in terms of coordinating and input of specialist teams</p> <p>How does the Authority monitor quality in order to reduce cases of education or training that have not been met previously</p>	<p>Strategic discussion is essential</p>
<p>13 Content of an IDP</p>	<p>National template - mandatory headings</p> <p>Person-centred planning used</p> <p>No jargon and technical language</p> <p>A health agreement needed to note the provision from health</p>	<p>The template is not a good tool for Person-centred planning</p> <p>Electronic system (Cynnal Gwynedd and Anglesey) in the process of being piloted. The pilot is going well.</p>	<p>WG undertaking a feasibility study into commissioning electronic IDP. A procurement process will follow.</p> <p>Electronic system procurement process</p>	<p>The Data Team are mapping the template on the local version to make modifications.</p> <p>Connect with the review and contribute to it.</p> <p>Cynnal are preparing for the procurement process.</p>

		Transport requirements to be included		
14 Content of an IDP for a looked after child	IDP to be created for any LAC with additional learning difficulties - IDP Authority	Gwynedd and Anglesey template needs to be used LAC Coordinator will coordinate and the IDP will be part of the PEP.		Clear communication systems are needed with the LAC and also to consider where this role sits within the Authority.
15 Duty on NHS Board	Receive and respond to statutory requests for information for the IDP process within 6 weeks The Authority needs to refer to the DECLO if there is any difficulty to get the information The strategic, clinical role of the DECLO (15.37) has to be identified within the board The health board has to identify and provide what is identified in the IDP (15.22, 15.28)	The provision of therapies (e.g. SALT, OT, Physio.) can be identified as ALP - issue for commissioning	The wording of the code in terms of the duty of the health board is weak. Possible increase in tribunals based on Health provision. No DECLO appointed in the BCUHB NHS	Further discussion with the Transformation Officer. The role of the DECLO is essential
16 Review and revision of IDPs	To be reviewed at least annually (16.1)	This is similar to current situation		Electronic system will significantly facilitate this work.

	Request for earlier Review can be made by the parent, NHS Board Point			
17 Local authority reconsiderations and taking over responsibility for IDPs	<p>Any decision taken by the Authority (i.e. refer back to the school, adoption) may lead to an Education Tribunal appeal</p> <p>In the case of a School IDP the parent can contact the Authority to appeal regarding the content of the IDP</p> <p>The Authority has to discuss with an Education Psychologist prior to making a decision</p>	<p>Effective and collaborative dispute solving processes required</p> <p>Impact on the workload of the Educational Psychologists Team</p>	<p>Need to consider the current commission with SNAP</p> <p>The role of the Quality Officers is essential</p>	<p>Planning by the dispute resolution group of the strategic review</p> <p>Drop-in Sessions for schools and parents with the Quality Officers already taking place</p> <p>Number of tribunals in Gwynedd and Anglesey fairly small, but the likelihood that this will grow especially at the beginning.</p> <p>Attendance of the Educational Psychologist on the Panels to continue</p>
18 Meetings about ALN and IDPs	Good Practice for holding meetings			This structure is similar to the existing local procedure.
19 Transition Periods	Good Practice regarding transition periods			Continue to develop good practice and effective communication
20 Transferring arrangements	Need to adopt the contents immediately when a learner moves or commences in a location - good practice		Consistency is required between School and Authority systems to facilitate transition.	Response to the consultation - it will not be possible to put an exact provision in place, the provision will need to be the best fit.

				Moving from one county to the next - need to continue to discuss regionally in terms of similar aspects (e.g. provision maps to an expected standard)
21 Ceasing to maintain an IDP	The LA has 4 weeks to consider ceasing to maintain an IDP The parent/learner has 8 weeks to appeal to a tribunal		Criteria to cease provision (i.e. when the IDP ceases to be significant)	Tribunal risk if the Criteria, Information and Communication are not clear.
22 Children and young people subject to detention orders	Any IDP provision needs to be in place for when the learner returns to the LA.	Information regarding any new identified ALN needs to be notified as soon as possible (Link with Chapter 12)	Age increase to 25 means that there is potential for the need to be identified during the order	Need to identify suitable data in this sector in order to forward plan Include these aspects within the Post 16 work.
23 Children in EOTAS	Every child in EOTAS subject to the IDP Authority Referral Unit location does not necessarily mean IDP Authority unless they share a location	Some EOTAS categories are already subject to Authority IDP	Strengthen EOTAS monitoring processes	Already working towards this
24 The Role of the ALN Coordinator	The role is increasing in status within the school Needed to ensure sufficient time to complete the duties (24.6)	Development of the role in order to be able to address the requirements	Present model is insufficient - number of coordinators not within these requirements is high	Need to look at the county-wide model again - do schools need to consider sharing coordinators Cost impact on schools

	<p>Need to be part of a Senior Management Team - strategic role (24.7)</p> <p>Able to identify the essential professionals to meet /identify the IDP (24.15)</p> <p>A teacher qualification is required (24.24)</p> <p>A suitable qualification is required to undertake the role</p>	<p>The authority has a duty to ensure suitable training in terms of the requirements</p> <p>The ALN provision will need to be planned and evaluated, together with monitoring the quality and differentiation etc.</p> <p>Local, regional and national training programme</p>	<p>ALN & I Advocates Model - Transformation grant - develop the readiness of schools in their clusters with the legislation - need a clear direction for this</p>	<p>Collaborate with Authorities and the WG Transformation Officer</p>
<p>25 Avoiding and resolving disagreements and independent advocacy services</p>	<p>The Authority has to arrange that an independent advocacy service is available (25.55)</p>		<p>Present commission is insufficient</p>	<p>Work has been undertaken to look at good practice in other counties with a proposed plan of what needs to be created. Consideration will need to be given to modifying the commission for April 2020</p>
<p>26 Appeals and applications to the Education Tribunal for Wales</p>	<p>Possible with any decision taken by the Authority</p> <p>A parent or learner can appeal to the tribunal (depending on the learner's capacity)</p> <p>Decisions that the Tribunal can make - 26.8</p>	<p>Processes need to resolve disputes and what the authority provides needs to be extremely effective</p>	<p>Risk in increasing Tribunals, especially at the beginning</p>	<p>Legal workshop session on 18/1/19 was very useful. Regional workshop to take place in April.</p> <p>Good practice and communication with parents by developing parent sessions and the website.</p>

	Decisions regarding the provision of the NHS Board - 26.20, 26.21	NHS Board provision - Tribunal can ask the health board to look into the tribunal's recommendation and respond within 6 weeks.		
27 Case friends	Support for individuals without sufficient capacity - appointment by the Tribunal only			Implemented by Wales Education Tribunal

Agenda Item 6

Committee	Education and Economy Scrutiny Committee
Title of Report	Education Area Offices - Projects to Reduce Workload
Date of meeting	21 March 2019
Author	Garem Jackson, Head of Education
Relevant Cabinet Member	Councillor Gareth Thomas

1. BACKGROUND

1.1 On 13 September 2016, the Cabinet approved a request by the Education Department to move towards Area Education Offices. In the report at the time, it was noted that the main work of the Area Office would be to rationalise and share management, administrative and governance requirements of schools. It was noted at the time also, by collaborating with GwE, combining the needs of the proposed ALN model and the schools modernisation model, that the intention was to secure an operational model in-keeping with the Area model.

1.2 The Cabinet report at the time requested:

- The Cabinet's support to implement the Area Education Offices.
- The Cabinet's support to the request for costs in the region of £275,000 annually for up to three years, by authorising the Head of Finance Department in consultation with the Head of Corporate Support Department and the Cabinet Member for Resources to confirm the total as a result of staff job evaluation.
- The Cabinet's support to the creation of a Service Level Agreement by the Corporate Support Department and the Education Department in relation to Human Resources to define the nature of the service.

1.3 The intention of these additional resources at the time was to enable the Education Department to support schools more locally, in order to reduce administration in our schools, and enable heads to lead on teaching and the teachers to teach. The additional resources allowed the Department to create the following jobs to support the Area Education Offices:

- Human Resources Advisory Officer
- Business and Services Officer (x3)
- Performance Management Officer
- DATA Officer

1.4 As a result of the appointment of a new Head of Education Department in November 2017, together with a new team of Education Officers since April 2018, the main focus and purpose of the Area Education Offices (as underlined above) has been reinforced; however, full focus is now placed on reducing the workload of heads, a direction and effort which is very much appreciated by all our school heads.

2. AREA EDUCATION OFFICES 2018/19 ONWARDS

- 2.1 Therefore, in 2018/19, we have revisited the Area Education Offices, and have attempted to define their purpose as follows:

Support and develop the effective governance and management of Gwynedd schools

The fundamental principle of the Area Education Offices is to rationalise and share management, administrative and governance requirements of schools. Additionally, the Area Education Offices ensure that the Education Department's strategies for improving schools are implemented effectively.

Ffordd Gwynedd

- 2.2 The Department has commenced the work of defining the purpose of education in Gwynedd through the eyes of the citizens and meetings have been held with small groups of children, young people and parents.

The following is a list of things that are important to children, to date:

I want to...

- Go to a school where I can be happy every day.
- Go to a school where I feel safe.
- Go to interesting lessons with good teachers that will prepare me for leaving school and succeeding.
- Everyone in the class to be treated fairly.
- An opportunity to study every subject through the medium of Welsh.

The following is a list of things that are important to parents:

I want my child to...

- Be happy to go to school every day.
- Be safe and healthy at school.
- Have the same opportunities as every other pupil.
- Be taught by good teachers.
- Have an opportunity to study a wide range of subjects through the medium of Welsh.
- Be equipped to go on to further education, work, apprenticeship or training at the end of his/her educational career.

Indicators

- 2.3 We are in the process of identifying a series of indicators which will measure our progress against what is important to the citizen and we will adapt our approach to improve the indicators in due course. Currently, the indicators against the priorities are soft, qualitative ones.

2018/19 Priorities

- 2.4 Following an internal discussion with representatives of school heads at our Area Strategic Boards and Chairs of Governing Bodies at the Catchment Area Strategic Boards, the following priorities were agreed upon:

- Ensure arrangement to check the quality of governance at Gwynedd schools.
- Ensure that policies within Gwynedd schools are accurate and current.
- Support schools to implement the language policy while ensuring value for money.
- Reduce the effect of collecting and banking money on the workload of primary schools.
- Develop an effective purchasing procedure.
- Reduce workload by adapting current procedural management arrangements.
- Establish effective and efficient communication methods.
- Create a platform for heads to share good practice.
- Ensure support and sustainability for arrangements where heads lead more than one school.

Further work is to be done on defining the purpose through the eyes of heads and management teams; responding to short-term challenges is our priority this year.

3. 2018/19 PRIORITIES - PROJECTS TO REDUCE THE WORKLOAD OF HEADS

3.1 Nine priorities were identified to be implemented in 2018/19 as a result of discussions with heads and Chairs of Governing Bodies. A specific project was established around each of the priorities with the Business Officers acting as project managers and Education Officers acting as leaders.

3.2 The following is an extract from the Primary and Special Schools Catchment Group, dated 29 November 2018:

"It was noted that Projects to Reduce the Workload of Heads was very encouraging, and thanks was given for the support from the Authority."

3.3 The following provides details about the nine projects:

B1	GOVERNORS
	<i>Who is the customer?</i> Governors and Heads of Gwynedd Schools.
	<i>Priorities</i> Ensure the quality of governance at Gwynedd schools.
	<i>Project</i> Ensure that a high quality training programme is provided for Gwynedd school Governors.
	<i>What has been achieved to date?</i> <ul style="list-style-type: none"> • <i>Consultation on training needs with governing bodies.</i> • <i>Adapt the training provision for 18/19</i> • <i>Offer catchment area training fairs as and when necessary.</i> • <i>Research opportunities to develop on-line thematic training</i>
	<i>Feedback</i>

	<i>There is certainly a need for further training for Governors to be available to them conveniently online, so that Governors can complete the training when convenient and practical for them to do so.</i>
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B2	POLICIES
	<i>Who is the customer?</i> Heads of Gwynedd Schools.
	<i>Priorities</i> Ensuring that the policies model is current with key individuals responsible for updating them. Investigate a system for schools to keep policies current with a specific focus on simplifying the procedure and reducing the Heads' workload.
	<i>Project</i> Investigate and agree on an effective system to adopt, update and keep statutory policies current.
	<i>What has been achieved to date?</i> <ul style="list-style-type: none"> • <i>Rationalise a list of statutory policies and those recommended by the authority</i> • <i>Create a system where it is possible to share the policies with the school logo</i> • <i>Statutory policies shared with every school</i> • <i>20% of the non-statutory policies shared during the Autumn term.</i>
	<i>The policies have been accepted very well with a great number having responded in writing to express their appreciation. The content of the jobs policies has currently been shared and schools that have gone through an Estyn inspection recently have stated that they accepted them without challenge.</i>

B3	TRANSLATION
	<i>Who is the customer?</i> Governors and Heads of Gwynedd Schools.
	<i>Priorities</i> Support schools and Governing bodies to implement the language policy while ensuring value for money.
	<i>Project</i> Revise the department's current translation arrangements to reflect the needs and meet the requirements of our schools.
	<i>What has been achieved to date?</i> <ul style="list-style-type: none"> • <i>Agreement between Education Translation and the Corporate Translation Unit to trial a translation provision for schools which would provide a written translation service as part of the Service Level Agreement, as well as simultaneous translation service for Governing Body meetings cost-free. The scheme will be piloted from January 2019 onwards.</i>
	<i>Feedback</i> <ul style="list-style-type: none"> • <i>Outstanding service within a tight deadline.</i>

	<ul style="list-style-type: none"> • <i>I would like to thank you for dealing with my request so quickly. Having sent and received back in a short amount of time. Grateful for your work. Thankyou.</i> • <i>The percentage of customer satisfaction with the Translation Unit is 100%.</i>
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B4	PETTY CASH
	<p>Who is the customer? Heads and administrative staff of Gwynedd Schools.</p>
	<p>Priorities Reduce the effect of collecting and banking money on the workload of primary schools.</p>
	<p>Project Investigate and agree on a system which will allow Gwynedd schools to become cash-free by the end of March 2019.</p>
	<p>What has been achieved to date?</p> <ul style="list-style-type: none"> • <i>Pilot scheme in place in the Eifionydd catchment area which includes all primary and secondary schools.</i> • <i>Several schools outside this catchment area have receive support to become cash-free.</i> • <i>Identify two catchment areas in Arfon for the next trials, Brynrefail and Bangor.</i>
	<p>Feedback <i>The schools in the Eifionydd catchment area report that moving to the cash-free system has been comparatively straightforward with parents seeing the value and convenience of the system after they started using it.</i></p> <p><i>A few families still cannot pay on-line due to problems with internet connections or mobile phones. We will look at alternative options for this small minority.</i></p>

B5	PURCHASING
	<p>Who is the customer? Heads and administrative staff of Gwynedd Schools.</p>
	<p>Priorities Reduce the workload and increase the capacity of the area office by developing an effective purchasing procedure.</p>
	<p>Project Investigate and agree on more effective options in order to order resources and process payments in the most effective way.</p>
	<p>What has been achieved to date?</p> <ul style="list-style-type: none"> • <i>The flow of the current process has been mapped in detail to identify unnecessary steps.</i>

	<ul style="list-style-type: none"> • <i>Detailed research has been undertaken to the various e-procurement options.</i>
	Feedback

B6	REDUCE WORKLOAD
	<p>Who is the customer? Heads and administrative staff of Gwynedd Schools.</p>
	<p>Priorities Reduce workload by adapting current procedural management arrangements. This includes: reporting following sickness; milk, job advertising, DBS, travelling costs and several other aspects.</p>
	<p>Project Investigate alternative options to meet the need in the most effective way.</p>
	<p>What has been achieved to date?</p> <ul style="list-style-type: none"> • <i>The need to complete milk forms and lunch books has ended.</i> • <i>On-line job advertisement is live and used.</i> • <i>Nine primary schools are on the self-service system which means that they can check the DBS date and present travelling costs on-line.</i>
	<p>Feedback <i>Many of these minor changes are appreciated by Heads. Disposing of the milk forms, though only one form, is seen as an important step and has set the foundations for moving forward.</i></p> <p><i>Heads appreciate that the department does not ask anything of them without first considering what effect it will have on workload.</i></p>

B7	COMMUNICATION
	<p>Who is the customer? Governors and Heads of Gwynedd Schools.</p>
	<p>Priorities Ensure that we are communicating more effectively with schools and colleagues within the Council and beyond placing a focus on gathering the opinion of stakeholders more systematically.</p>
	<p>Project Establish communication methods which address the following: regular and succinct communication, the image of the department, gathering opinion, clarity around the role of key staff, clarity around the role of partners including GwE, e-mails, use of phones.</p>
	<p>What has been achieved to date?</p>

	<ul style="list-style-type: none"> • <i>Newsletter has been updated</i> • <i>E-mail system has been reviewed to dispose of e-mails</i> • <i>Establish an education newsletter system</i> • <i>Phone answering pilot scheme in place and supporting nine schools.</i>
	<p>Feedback</p> <p><i>The Heads appreciate that the number of e-mails they receive every day has reduced. Improving the e-mail filter and using a monthly education newsletter to share information from various Council departments has contributed to this.</i></p> <p><i>The schools that are a part of the phone answering scheme praise the service very much with many parents commenting that somebody now answers the phone during the school day. The number of calls dealt with by the office is increasing with fewer matters being referred to the Heads.</i></p>

B8	SHARING GOOD PRACTICE
	<p>Who is the customer?</p> <p>Governors and Heads of Gwynedd Schools.</p>
	<p>Priorities</p> <p>Where appropriate, offer opportunities and a platform for schools to share good practice.</p>
	<p>Project</p> <p>Create a platform to share learning plans, school development plans and good practice. A system such as iGwynedd or Sharepoint where good practice could be uploaded.</p> <p>Agree and reconcile planning frames giving specific attention to the expected detail in the planning work.</p>
	<p>What has been achieved to date?</p> <p><i>Initial work has been done to look at examples of good practice within the county.</i></p> <p><i>Basic research has been carried out also on the suitability of current electronic methods of sharing good practice (intranet; HWB and iGwynedd)</i></p> <p><i>Work on piloting the sharepoint system under the Welsh Government HWB is in the pipeline (jointly with project B7)</i></p>
	<p>Feedback</p> <p><i>Feedback from Heads regarding the current usefulness of HWB as a management resource. At present, Heads do not feel that it is convenient or accessible to use them for this type of sharing good practice although substantial use is made of it otherwise.</i></p>

B9	HEADS WHO LEAD MORE THAN ONE SCHOOL
	<p>Who is the customer?</p> <p><i>Heads who lead more than one Gwynedd School.</i></p>

	<p>Priorities Support Heads who lead more than one school so that they can continue in the role in the future.</p>
	<p>Project Investigate, agree and trial a model to support Heads who lead more than one school.</p>
	<p>What has been achieved to date?</p> <ul style="list-style-type: none"> • <i>Additional administrative support offered and provided to all heads leading more than one school since September 2018. This support is provided in one of two ways:</i> <ul style="list-style-type: none"> <i>i.) Adding hours to the school's current administrative resource</i> <i>ii.) SIMS Officer to provide administrative support to the school</i> • <i>Additional funding allocated to all heads in order to buy support or specialist input, such as:</i> <ul style="list-style-type: none"> <i>i.) Mentor</i> <i>ii.) Buying specialist time to bring the School Development Plan priorities together</i> <i>iii.) Hold a networking group for heads who lead more than one school</i> <i>iv.) Support the head with the Governing Bodies and promote an understanding of the role of a head who leads more than one school</i> <i>v.) etc.</i>
	<p>Feedback <i>The Heads who lead more than one school certainly appreciate the additional administrative support although there are lessons to be learned under the two methods of offering the support. One Head has noted that she was unsure at the beginning of the scheme what work she would be able to transfer to the SIMS Officer but by now she would be lost without the support as it is so valuable. All of the Heads who attended the first networking group meeting were glad of the opportunity to be able to discuss with other Heads that are in the same situation and were keen to meet every term in order to look at lessons that the Heads could learn from each other.</i></p>

4. OBSERVATIONS

Any comments or questions by members of the Education and Economy Scrutiny Committee are welcomed on:

- the direction of the Area Education Offices from 2018/19 onwards,
- defining the purpose of Education in the context of Ffordd Gwynedd,
- together with the projects to reduce the work load of heads.

Agenda Item 7

Committee	Education and Economy Scrutiny Committee
Title of Report	Education Annual Report 2017/18
Date of meeting	21 March 2019
Author	Garem Jackson, Head of Education
Relevant Cabinet Member	Councillor Gareth Thomas

1. BACKGROUND

- 1.1 In accordance with the request of the Education and Economy Scrutiny Committee, the Education Department has drawn up an Annual Report to enable scrutinisers to have an overview of the Department's work.
- 1.2 The Education Department acknowledges that ensuring effective scrutiny of a lengthy document at a committee meeting is not an easy task, and as a result, has formulated a brief Summary Report, which draws attention to the Department's main work, positive features, along with fields that need improving over the next period.
- 1.3 The Education Department also acknowledges that the Education and Economy Scrutiny Committee already has a system to identify significant individual items to be scrutinised, and ensures detailed and effective scrutiny of those individual matters.
- 1.4 Consequently, it is not possible to draw the attention of the Scrutiny Committee to any specific section (with the exception of KS4 standards) in the Annual Report that is causing concern.

2. STANDARDS - KS4

- 2.1 Members of the Scrutiny Committee are already aware of the context of KS4 results in the summer of 2018, namely that substantial fickleness remained in relation to GCSE outcomes following changes in 2016-17. The substantial changes in the pattern and number of pupils who sat exams in the Summer of 2018 has affected results, as it can be seen in the fact that the proportion of A*-C grades across all subjects in Wales has reduced by 1.2% to 61.6%.
- 2.2 GCSE is in the process of being reformed, and 15 reformed subjects were sat for the first time during this summer.
- 2.3 The new series of GCSE Science qualifications were explored for the first time in 2018, and it concurs with changes to performance indicators in KS4, to include one GCSE result only for Science, as two measures in capped indicator 9. As a result, a comparison with historical data is irrelevant. Schools were able to track the following paths: Science (Triple Award), Science (Double Award), Applied Science (Double Award), and Applied Science (Single Award). As capped indicator 9 includes two Science measures, the majority of schools have followed the double and triple paths.

- 2.4 There have been substantial changes to the boundaries of grades since Summer 2017 and November 2017 compared to Summer 2018, especially on grade C in English and Mathematics. This has made it difficult for schools to ensure that the correct projections and targets are set. Since September, schools and officers have sought clarity regarding the reasons for this increase. In October, Qualifications Wales specifically published a report on the grade boundaries of English. Despite the report findings of Qualifications Wales, headteachers of our secondary schools and officers are agreed that the data of Gwynedd schools is substantially influenced by the decisions of registrations.
- 2.5 A school's performance should be considered on the merit of its own performance, as it is not appropriate to compare schools with each other due to the different contexts and the different improvement steps.

EDUCATION ANNUAL REPORT 2017/18

CONTENT

- 1. CONTEXT**
- 2. STANDARDS**
- 3. SURVEYS PROFILE**
- 4. NATIONAL CATEGORISATION**
- 5. THE WELSH LANGUAGE**
- 6. ADDITIONAL LEARNING NEEDS AND INCLUSION**
- 7. PROTECTION**
- 8. EARLY YEARS**
- 9. EDUCATION MODERNISATION TEAM**
- 10.GWYNEDD AND ANGLESEY POST-16 EDUCATION CONSORTIUM**
- 11.TRAC**
- 12.LEADERSHIP**
- 13.DATA UNIT**
- 14.SCHOOL GOVERNANCE SUPPORT SERVICE**
- 15.CONTRACTS AND EMPLOYMENT UNIT**
- 16.CATERING AND CLEANING UNIT**

CONTEXT

THE VISION OF THE EDUCATION DEPARTMENT: Gwynedd children and young people attaining the highest standards in order to maintain the language, culture and economy locally.

PURPOSE: Ensure that schools and the provision empower children and young people to achieve the highest standards and to nurture the qualifications and skills that enable them to live and prosper locally.

SERVICES WE PROVIDE: Raise standards, Support Services, School Staff Salaries and Contracts, Teachers' Pensions, School Catering, School Cleaning, School Transport, Health and Safety, School Admissions, Support for Governors, Financial Support for Schools, Information Technology and Communication, Data Unit, Human Resources Support for Schools and the Education Department, Attendance and Behaviour, Education Welfare Service, Additional Learning Needs, Child Protection, Leadership and Management, Training.

WHAT DOES THE DEPARTMENT DO?

- Support children and young people to attain the highest standards
- Ensure that pupils with Additional Learning Needs receive the most suitable support
- Ensure that pupils with emotional and behavioural needs are fully included within Gwynedd schools
- Ensure that pupils within Gwynedd schools are safe
- Provide appropriate support services for Gwynedd Education Service
- Develop leaders and support the workforce in the schools
- Support for school governing bodies to enable them to act as effective governors.

There are 89 primary schools, 13 secondary schools, 1 All-through School and two Special Schools in Gwynedd.

OUR PRINCIPAL PERFORMANCE INDICATORS
Percentage of 15 year old pupils (on 31 August of the previous year) gaining 5 GCSE grades A* to C, including Welsh or English and Mathematics (TL2+)
Average point scores for pupils who were 15 years old on the 31 August of the previous year in schools maintained by the local authority
Percentage of 16 year old pupils who gain 5 GCSE grades A* to C (TL2)
Percentage of 16 year old pupils who gain 5 GCSE grades A* to G (TL1)
Percentage of 16 year old pupils who achieve a Grade C or above, in Welsh or English, Mathematics and Science (CSI)
Percentage of young people aged 16-18 who are not in education, employment or training
Percentage of all pupils, who were 15 years old on the 31 August of the previous year, who leave education, training or work-based learning without a qualification
Percentage of pupils assessed at the end of year 9, and who reach the expected level, in Welsh or English, Mathematics and Science (CSI)
Percentage of pupils assessed at the end of year 6, and who reach the expected level in Welsh or English, Mathematics and Science (CSI)
Percentage of pupils assessed at the end of the Foundation Phase, and who reach the expected level (FPI)
Number of permanent exclusions in secondary schools during the academic year
Number of permanent exclusions in primary schools during the academic year
Percentage of pupil attendance at secondary schools during the academic year
Percentage of pupil attendance at primary schools during the academic year

STANDARDS

PRIMARY

FOUNDATION PHASE

Table 1

Percentage of pupils who achieved the Foundation Phase Indicator (FPI)

	2015	2016	2017	2018
Gwynedd	86.8%	86.8%	86.6%	81.7%
Wales	86.8%	87.0%	87.3%	82.6%

The results of the Foundation Phase in summer 2018 showed a national drop from previous years, and the main reason for this was the use made for the first time of new outcomes in language and mathematics from the FP Framework for assessment. This national drop in results is reflected in Gwynedd results.

The report commissioned by Gwynedd on 2017 FP results identifies the likely reasons for Outcome 5+ results being slightly lower than expected in Gwynedd. One of the main reasons for this, which shows strength in Gwynedd's Language Policy, is the fact that many pupils who do not speak Welsh at home are assessed through the medium of Welsh in Year 2; this is reflected to a degree through the Welsh Language assessment this year where Gwynedd's result is slightly lower than the national percentage.

The report that was commissioned identifies many other reasons that can contribute towards lower results, and GwE and the Education Department have drawn-up an action plan as an appendix to the 2018-19 business plan which responds to these findings.

Results of Gwynedd's higher Outcomes 6+ continue to be relevantly well. Therefore, although there are higher expectations to reach this Outcome, schools have increased the challenge level to meet the new requirements.

Therefore, the good news is that more Gwynedd pupils, than on a national level, are reaching Outcome 6 if they have reached the expected Outcome in the first place.

Performance difference between boys and girls has remained consistent in the Foundation Phase in recent years, and this pattern has continued despite the changes in assessment requirements, with girls continuing to perform approximately 6% higher than boys.

KS2

Table 2

Percentage of pupils who achieved the Core Subject Indicator (CSI) at the end of KS2

CSI	2015	2016	2017	2018
Gwynedd	89.5%	89.8%	92.1%	91.2%
Wales	87.7%	88.6%	89.5%	89.5%

Gwynedd KS2 results remain firmly well. Performance in each subject for the expected level 4 levels is better than national results. Performance at the higher 5+ levels is also firm and higher than Welsh results in all subjects.

Strengths and successes

- Higher Outcome 6+ comparative Outcome results in the Foundation Phase

- KS2 results, particularly in the higher levels.

Fields for Improvement

- Implement relevant recommendations of the Gwynedd Foundation Phase report

KS3

Percentage of pupils who achieved the Core Subject Indicator (CSI) at the end of KS3

CSI	2015	2016	2017	2018
Gwynedd	91.3%	92.0%	92.8%	92.8%
Wales	83.9%%	85.9%	87.4%	88.1%

Performance across the main indicators in KS3 was firm again this year. In terms of the core subject indicator (CSI), Gwynedd's performance has remained consistent, and performance is higher than the national average. There was a reduction in the percentage of FSM learners who gained the CSI indicator.

Welsh : performance on the expected level has fallen slightly this year, but it is still higher than the 2016 performance. In terms of the national comparison, Gwynedd's performance is slightly lower but the size of the local cohort must be taken into consideration. Performance at one level higher than the expected level has increased over a three-year period, and is higher than the national average.

English : performance on the expected level in English has increased over a three-year period and again this year, and is higher than the national average. A similar pattern can be seen at one level higher than the expected level with a further increase this year, and is substantially higher than the national comparison.

Mathematics : performance on the expected level in Mathematics has increased again this year and over a three-year period, and is higher than the national average. A small drop was seen in Gwynedd's performance at one level higher than the expected level, but it remains above the Welsh average.

Science : a small drop at the expected level but it remains high, and is higher than the national percentage. Performance at one level higher than the expected level has also remained high, and is substantially higher than the national percentage.

Strengths and successes

- Gwynedd's performance in key stage 3 has remained high, and is higher in nearly all indicators compared to the national performance.

Fields for Improvement

- Increase the performance of FSM pupils on the expected levels in the core subjects

KS4

Analysis of Gwynedd results on the main indicators of Welsh Government

In 2018, a reduction was seen in the percentage of each of the main indicators in comparison with 2017, and substantially so in English.

Indicators	Gwynedd 2017	Gwynedd 2018	+ / - 2017/2018	Wales 2018
L2+	58.1	54.6	-3.5	55.1
L2T	70.0	69.5	-0.5	66.9
L1T	97.3	95.9	-1.4	93.6
ENGLISH	63.5	51.7	-11.8	62.6
WELSH	72.1	70.1	-2	74.3
MATHEMATICS	56.4	55.8	-0.6	59.4
	59.6	58.9	-0.7	58
MATHEMATICS (Best of the 2)	62.9	61.5	-1.4	63.5
SCIENCE	72.8	66.7	-6.1	63
5A*/A	20.6	19.2	-1.4	18
CAPPED SCORE 9	365.8	360.8	-5	350.1
ATTENDANCE	95.2	94.8	-0.4	93.9

Performance in Welsh has remained consistently high, but a gap has been highlighted between performance in Welsh and English which causes concern. Although Wales' performance is slightly higher, the percentage of pupils who sit Welsh First Language is very high, 82% (17.3% of Welsh learners registered for Welsh First Language). Between 2014 and 2016, Gwynedd's performance in English was higher than Wales' performance. In 2017, with the first results of the new English course and only language counting towards the indicator, Gwynedd's performance was 0.2% lower than Wales. However, in 2018, the performance of English L2 has reduced by 11.8%, with performance significantly dropping in best-performing schools in 2017.

A small reduction in Mathematics, Numeracy and the percentage of learners who gained either one has affected the expected increase in indicator TL2+.

As a result of changes to the Science qualification, no comparison can be made with the 2017 performance. The performance of Science is encouraging with a high number of schools very close to their targets. Gwynedd's performance is higher than Wales

Generally, there is no significant change between the performance of boys and girls, as the gap has slightly reduced in TL2+, TL2, 5A*/A, Further Mathematics, Mathematics, Numeracy and Science, but has slightly increased in capped Score 9, English and Welsh.

On the other hand, the performance of pupils who are eligible for free school meals has dropped, which is therefore concerning on TL2+, but 2018 performance is very similar to the performance profile of 2014-2016. It is difficult to compare the performance patterns of 2017 and 2018, but the performance of Gwynedd FSM pupils has dropped in every indicator this year.

Strengths and successes

- Inclusive schools and firm performance on L1. It is also noted that there is strong collaboration to develop a provision and curriculum that is broad and balanced.
- The performance of Welsh first language is consistently high.

- Substantial improvements in specific schools on some indicators.

Fields for Improvement

- Improve the performance of English and Mathematics KS4.
- Improve the performance of pupils who are eligible for free school meals (FSM)
- In specific schools, continue to improve the quality of leadership and departmental expertise in the core subjects.

KS5

Indicators	Gwynedd 2017	Gwynedd 2018	+ / - 2017/2018	Wales 2018
% who gain L3	97.6	97.4	-0.2	97.6
% who gain 3 A*-A grades	13.1	14.4	+1.3	13.4
% who gain 3 A*-C grades	59.4	60.4	+1.0	58.1

Strengths and successes

- Increase in performance in two of the three main indicators and both exceed Wales' performance

Fields for Improvement

- Continue with improvements by making more effective use of ALPS as a target setting and progress monitoring tool.

INSPECTION PROFILE

The inspection profile across both sectors in Gwynedd is excellent, and according to Estyn, **'is something the county should be proud of'**. During the 2017-18 educational year, Estyn held inspections at 19 schools [14 primary, 4 secondary and 1 special school].

No follow up action was deemed necessary at 16 schools [%], and the least intensive follow up category was awarded [Estyn Review] at the three other schools.

The judgement profile across the five inspection areas are noted below:

Primary Profile	Outstanding	Good	Adequate	Unsatisfactory
MA1: Standards	0%	93.3%	6.7%	0%
MA2: Welfare and attitudes to learning	26.7%	73.3%	0%	0%
MA3: Teaching and learning experiences	0%	86.7%	13.3%	0%
MA4: Care, support and guidance	6.7%	86.6%	6.7%	0%
MA5: Leadership and Management	6.7%	80.0%	13.3%	0%

Secondary Profile	Outstanding	Good	Adequate	Unsatisfactory
MA1: Standards	0%	50.0%	50.0%	0%
MA2: Welfare and attitudes to learning	25.0%	75.0%	0%	0%
MA3: Teaching and learning experiences	0%	75.0%	25.0%	0%
MA4: Care, support and guidance	25.0%	75.0%	0%	0%
MA5: Leadership and Management	0%	75.0%	25.0%	0%

NATIONAL CATEGORISATION

There is a national matrix process for school categorisation. The colour of the categorisation notes the level of assistance required by the school = green, yellow, amber or red. (Schools in the green category require the lowest level of assistance, and those in the red category require the most intensive assistance.

Green Assistance Category

A school in this category can receive **up to 4** days of a Challenge Adviser's time

Yellow Assistance Category

A school in this category can receive **up to 10** days of a Challenge Adviser's time

Amber Assistance Category

A school in this category can receive **up to 15** days of a Challenge Adviser's time

Red Assistance Category

A school in this category can receive **up to 25** days of a Challenge Adviser's time

Good features

- Every Improvement Support Adviser determines the nature of the appropriate assistance package to be provided to every school accordingly, which means that additional days of assistance can be assigned. A variety of providers could provide this additional assistance.
- Since 2014/15, an increase of 22% can be seen in the percentage of Gwynedd schools placed in the support category of *Green*.
- Since 2014/15, an increase of 24% can be seen in the percentage of Gwynedd schools placed in the support category of *Green/Yellow*.
- Since 2014/15, an increase of 20% can be seen in the percentage of Gwynedd schools placed in the support category of *Amber/Red*.

Category	Green			Yellow			Amber			Red		
Year	14/15	15/16	16/17	14/15	15/16	16/17	14/15	15/16	16/17	14/15	15/16	16/17
Percentage	9%	16%	19%	62%	67%	68%	26%	15%	11%	3%	3%	2%

Category	Green	Yellow	Amber	Red
Year	17/18	17/18	17/18	17/18
Percentage	31%	60%	8%	1%

THE WELSH LANGUAGE

GWYNEDD AND ANGLESEY HUB LANGUAGE CHARTER

- The Welsh Language Charter has now been main-streamed as part of the Council's core work.
- During 2017/18, every primary school in Gwynedd implemented the Welsh Language Charter as usual, receiving support and guidance as required by the Co-ordinator and the catchment area's Language Co-ordinators.
- Every school completed the language web in September 2017, and then in the summer term of 2018 in order to be able to measure the increase in the use of the Welsh language within the educational year.
- Every school received support to draw up an action plan in response to the Welsh Language Charter and the language web data, and held a number of activities on an individual school level along with catchment area collaboration under the Language Charter's name.
- On 12 June 2018, a meeting was held where Mr Dyfrig Elis AEM gave a presentation on 'Inspecting the Welsh Language'. The purpose of the meeting was to raise awareness and share key information of Estyn's current expectations and requirements regarding the Welsh language.
This invitation was open to headteachers, staff members who had a responsibility for the Welsh language, Governors and elected members.

PRIORITIES FOR THE NEXT PERIOD:

- Re-launch the Language Charter for Gwynedd primary schools.
- Support Gwynedd primary schools with any new expectations and arrangements that become operational as a result of national developments by Welsh Government.
- Compile and disseminate good practice.

SECONDARY SECTOR LANGUAGE STRATEGY

Our vision is a system of progressive and excellent secondary schools that promote the Welsh language in all aspects of their work.

The purpose of the Secondary Sector Language Strategy is to ensure a robust progression and build on the success of the Language Charter project that is operational in Gwynedd primary schools, promoting the social use of Welsh among children and young people and developing it as an effective medium for all aspects of a school's life and work.

Good features

- Year 7 and 8 pupils to complete the language web to measure their social and curricular use of Welsh.
- Every school has developed individual action plans in response to the Language Strategy.
- Every School Council/Language Council will plan and hold Language Practices' Support Project (LPSP) activities.
- Specific support for the workforce in Tywyn and Friars schools to develop their skills in the Welsh Language.

In light of schemes implemented at Ysgol Uwchradd Tywyn to promote the Welsh Language, the school received a Daily Post Award for the 'Best School in the Community' and also the 'Secondary School of the Year'. Bangor University's Education Department held a detailed

evaluation of the schemes implemented at Ysgol Uwchradd Tywyn, and the conclusions of the report state:

"...the five teachers have certainly benefited over a very short period of time, and the result of their efforts seems to begin to be taking hold on the classroom floor. The ethos of increasing the use of Welsh is very strong within the school and out in the community, and the sense of joint-ownership of the challenge is obvious among school staff and local business owners. Including the community in their efforts is a key step, and a step that will certainly pay off before long. The challenge will be to ensure that the same enthusiasm is seized and cascaded amongst pupils (accepting that there will always be a few that are unwilling to undertake the challenge), and that this enthusiasm transforms into a voluntary and natural use of the language within their social networks."

PRIORITIES FOR THE NEXT PERIOD:

- Each secondary schools to receive support to implement the main priorities of the Language Strategy and to review their individual action plans, giving attention to the medium across the curriculum.
- An operational Action Plan to support the workforce of Ysgol Friars to develop their Welsh Language skills.
- Consider messages from current research work into bilingual learning and teaching methodologies, disseminating those messages to the workforce of secondary schools.
- Promote the advantages of bilingualism and multilingualism.
- Language Psychology Sessions: Training the Trainer sessions held in a number of schools across the county.

WELSH IN EDUCATION STRATEGIC PLAN

The School Standards and Organisation (Wales) Act (2013) places a statutory duty on local authorities to prepare and submit a Welsh in Education Strategic Plan to Welsh Government. These plans outline the way local authorities intend to achieve Welsh Government aims and targets which are outlined in the following documents:

- Welsh-medium Education Strategy
- Cymraeg 2050
- Education in Wales: Our Nation's Mission (Action Plan 2017-21)
- The Welsh Language in Education: Action Plan 2017-21
- Welsh Language Promotion Plan for Gwynedd 2018-2023

Good features

- Performance in Welsh in KS2 and KS3 is consistently good over a rolling period
- Every pupil with additional learning needs (ALN) has access to Welsh-medium services. Welsh-medium and bilingual provisions and services are available for all ranges and varieties of ALN.
- An Audit of the Language Skills of the Education Workforce in Gwynedd has been held
- Pilot plans to support the language skills of the education workforce at Ysgol Uwchradd Tywyn were a success

PRIORITIES FOR THE NEXT PERIOD:

- Reinforce the principles and methodology of Welsh immersion in the Foundation Phase
- Continue to ensure effective bridging between KS2 and KS3
- Give specific attention to language medium in KS4
- Continue to support the workforce of our secondary schools to develop their Welsh language skills and confidence

GWYNEDD LANGUAGE CENTRES

The aim of the Language Centres is to provide an intensive Welsh language course for incomers to enable them to assimilate with the bilingual society and fully participate in bilingual educational experiences. This provision assists primary and secondary schools to implement the current Language Policy.

Good features

- It can be seen from the table below that the number of pupils who attended the Language Centres in 2017/18 nearly reached capacity, as shown in the following table:

TERM	Dolgellau	Llangybi	Maesincla	Penrhyn	Total
CAPACITY	8	16	16	16	
Spring 2017	10	13	13	15	51
Summer 2017	7**	10	17	17	51
October 2017	8	13	17	16	54
Total 2017	25	36	47	48	156
Spring Term 2018	6 + 1*	14	15	11	47
Summer 2018	5 ** / 7 *	8	16	14	45

- Estyn held a Thematic Inspection 'Welsh in Key Stage 2 and Key Stage 3 in Welsh-medium and Bilingual Schools', and they visited two Language Centres in Gwynedd as part of this inspection (Llangybi and Eifionydd). The following was stated in Estyn's Report:
The language centres that were visited in Gwynedd have very effective arrangements for pupils who join Welsh-medium or bilingual schools without much previous competency in the Welsh language. They offer opportunities for a new cohort of pupils to develop their Welsh language skills and they provide them with a firm linguistic foundation to be able to fully participate in their bilingual education and to take advantage of the experiences on offer. Arrangements in most other local authorities are not as good.

PRIORITIES FOR THE NEXT PERIOD

- Support immersion principles in the Foundation Phase.
- Continue to develop the Language Centres' website.
- Support staff to take advantage of appropriate training and secure continuous professional development opportunities.
- Review the assimilation course for parents.

ADDITIONAL LEARNING NEEDS AND INCLUSION

The Additional Learning Needs and Inclusion Integrated Service, which is a Joint Service with Anglesey Council, has been operational since September 2017.

- identifying problems / needs early on in the child's life and ensuring appropriate intervention;
- intervening early on when problems come to light;
- more integrated and multi-agency working, sharing information and joint planning provision;
- skills and understanding of the workforce developed continuously;
- better and more organised communication with children, young people and their families.

Good features:

- 70 Assistants across Gwynedd and Anglesey following an Emotional Literacy Support Assistant course (ELSA) to strengthen emotional welfare provision in Schools.
- An electronic Individual Development Plan System developed by Cynnal, being piloted successfully. The system facilitates the work of Schools and the Service significantly.
- The Nurturing Schools project continues to implement and demonstrate positive results within the Secondary and Primary sectors.
- The Phase 2 work of the Strategic Review making good progress and continuing to ensure that Gwynedd is ready for the new ALN legislation in September 2020.
- The Training Strategy of the service has been set, and training has started to be introduced. For example, every catchment area is receiving Communication Friendly Training during this Half Term.
- Arrangements for access to services streamlined further
- Use of TOMs (Therapy Outcome Measures) being extended further to be able to report on children's progress on a wider level.
- Arrangements for monitoring borderline cases in terms of support in place as part of work to rationalise the use of Integrating ALN Funding. This is also part of Phase 2 work which continues.
- The Managerial Structure of the Service has been reviewed and its role is in place.

PRIORITIES FOR THE NEXT PERIOD:

- As the Government has released the Draft Code of Practice to implement the ALN Legislation from September 2020, we will focus on:
 - The Quality of Individual Development Plans
 - Consistency in School provision, and the role of the ALN Co-ordinator
 - Develop working arrangements with the Post-16 and Early Years Sector, and the Health Service
 - Examine ALN Funding methods in preparation for the legislation
- Services will also continue to prioritise:
 - Training Strategy for Schools and staff - upskilling in preparation for the legislation
 - Progress tracking methods and the effectiveness of interventions
 - Extend the range of specialist interventions on offer.

SAFEGUARDING

Good features:

- All Gwynedd schools have received revised and current safeguarding guidance that include best practice and many pre prepared templates.
- Level 2 child protection training has been provided twice every month thorough the year.
- Level 1 child protection training has been prepared for the designated person to train the rest of the school staff.
- Specific training relating to inappropriate sexual behaviour has been provided to all primary and secondary schools.
- Joint working with children services has led to better practice as schools prepare for case conference.

PRIORITIES FOR THE NEXT PERIOD

- Increase the capacity of our Safeguarding in Education Officer in order to better support Gwynedd schools.
- Collect the yearly safeguarding report in a more time efficient manner ensuring that all schools responded promptly.
- Revise our training in light of national guidance.
- Ensure the quality of safeguarding within our schools by starting yearly visits to every school.

EARLY YEARS

The Early Years Unit plans to ensure the Authority fulfils the statutory requirement of securing a nursery place for every child from the term after his/her third birthday. From September 2018, the nursery education provision will be offered at 64 settings across the county. All settings, including those provided by voluntary organisations, will be monitored regularly.

Good features:

- Foundation Phase Support Teachers have delivered training to all settings on:
 - Physical literacy
 - Promote positive behaviour
 - Rhythm Rhymes and Music
 - Use of the external space
- A number of settings have received good Estyn reports
- Some settings have succeeded to receive grants to revise their provision and the Authority has been successful in receiving £2.3 million to improve child care facilities on school sites.
- A number of nursery settings have recently been re-located to school sites namely Porthmadog, Pwllheli and Harlech. This facilitates arrangements for parents and helps to bridge children more effectively
- An Early Years ALN Co-ordinator was appointed to transform arrangements to meet the requirements of the new ALN Bill. Work to pilot the change will initially take place in the Bangor area
- Close collaboration with Flying Start and sharing good practices between Flying Start teachers and the Foundation Phase teachers
- The Foundation Phase support teachers' team was appointed to a permanent structure and one of the team has completed Estyn training and inspected at one setting.
- 10 settings were part of the Language Groups project by means of FSS funding

PRIORITIES FOR THE NEXT PERIOD:

- Developing staff expertise
- Prepare settings for the new Estyn and CIW joint inspection system from January 2019.
- Train and update settings on the New Curriculum - 'A Curriculum for Wales - A Curriculum for Life
- Develop arrangements in terms of physical Literacy at every setting and update the planning and assessment system to ensure physical literacy inclusion at all settings. Develop home packages for the families.
- Transform ALN arrangements in the Early Years. Train and update settings on the Additional Learning Needs and Education Tribunal (Wales) Act 2018
- Review procedures to meet the requirements of Welsh Government's new guidelines for Local Authorities on Foundation Phase provision for three and four year old children in Wales.
- Review Arrangements to implement the FP profiles ensuring effective transfer from Flying Start and to schools

EDUCATION MODERNISATION TEAM

The work of modernising education in the County continues to contribute successfully towards the education system and has attracted over £50m since 2012. The Education Modernisation Team is responsible for ensuring that planning work to provide education aligns with the County's education needs for the future. The Programme is very ambitious that aims to transform the way children and young people have access to high quality schools with a learning environment that supports outstanding education. The Council is also eager to develop an education system that will enrich learning experiences. The Education Department intends to plan strategically so that the right type and number of schools are located in the right locations, and to also upgrade the standard of school buildings to create an estate that is suitable for the twenty-first century. The Programme will continue with full commitment to realise the current vision to *"offer education of the highest possible quality that will give the County's children the experiences, skills and confidence that would enable them to develop to be bilingual, successful and full citizens."*

The main aims of the Programme is to ensure that the current work programme continues to reach the criteria set to,

- contribute towards realising the aims of fit-for-purpose education principles to ensure a viable secondary school system, more non-contact time for primary headteachers and no more than two age ranges within the same class in the primary sector.
- implement the process of consulting with parents, staff, governors and stakeholders in accordance with the needs of the statutory process, with clear communication;
- implement an effective system to communicate with relevant Council departments, to monitor and evaluate activities;
- deliver the aims of the Programme to ensure leadership conditions that give sufficient time for headteachers to lead, the best possible conditions in terms of the child's learning environment and building condition, reasonable travelling distance for children and more effective management of educational resources, including reducing the cost per head in order to ensure the best value for money;
- ensure progress in the process of completing the building work and establishing schools that are part of the first financial band,
- complete background work and update the field's core data to be able to provide necessary information for senior officers in order to respond proactively to situations as they arise

PRIORITIES FOR THE NEXT PERIOD:

- Complete the aims of the Bangor project, which includes an investment worth £12.7 million. The main aim is to construct a new school that will increase the capacity of Ysgol y Garnedd to 420 and to offer a place for pupils in Coedmawr and Glanadda schools, subject to parental choice; to increase the capacity of Ysgol y Faenol to 315 while also taking advantage of the opportunity to improve community resources.
- Ensure that necessary milestones are completed to enable Ysgol Godre'r Berwyn to open officially on 1 September 2019
- Following the decision to adopt the fit for purpose education principles, assist the work of the Education Department to realise the vision to develop the system to ensure a high quality education for the children and young people of Gwynedd for the twenty first century
- Ensure that arrangements of the Modernisation Team have been updated to correspond with changes in the 21st Century Schools Programme. The amended version of the Schools

Organisation Code (011/2018) that came into force in November 2018 makes special arrangements for rural schools, and establishes a procedural assumption against closing rural schools.

- Preparing, planning and managing projects that have been included as part of the Council's Band B application ensuring that the appropriate resource is available to be able to realise the current work and for the future.
- Submit successful business cases to Welsh Government to attract match funding for projects that have been included in Band B.
- Collaborate with relevant departments to prepare additional applications to attract money for early years and community elements.
- Assist with leadership plans to ensure that all Gwynedd leaders have the ability to ensure that each child under their care is able to reach his or her full potential
- Identify methodology and undertake suitability assessments of the county's schools.
- Undertake processes to monitor the benefits after projects have been realised to assess whether or not they have been completed successfully. There will be a need to ensure that all necessary procedures are in place to monitor benefits and are noted continuously.

Gwynedd and Anglesey Post-16 Education Consortium

Gwynedd Council is a strategic partner in a Consortium framework which has a complete overview of the post-16 education field across the counties of Gwynedd and Anglesey. Together with Gwynedd, which is the lead partner, there are three other full strategic partners, namely the Isle of Anglesey County Council, Grŵp Llandrillo Menai and the secondary schools in the area that have a sixth form. This partnership enables high-level strategic decisions to be made on all aspects affecting post-16 education.

The work of the Consortium encompasses:

- Facilitating a network of good quality post-16 provision and courses at learning placements throughout the Consortium area
- Facilitating transport for the courses
- Managing and co-ordinating the 14-19 network for Gwynedd and Anglesey
- Leading on the Seren scheme to extend experiences for the most able and talented learners
- Facilitating a professional group of sixth form heads

As well as ensuring consistency, clear paths and excellent quality for the learners while avoiding any duplication in terms of provision and systems, the framework also enables the cost of employing staff to lead on and administrate all relevant elements to be shared.

The work of the Consortium is monitored by a Lead Board which consists of representatives of the Chief Officers of the Partner Organisations and is chaired by the Gwynedd Education Portfolio Holder.

TRAC

TRAC 11-24 is a project supporting young people aged 11-24 disengaging with education and at risk of becoming NEET (not in Education, Employment or Training).

The aim of the project is to reduce the number of young people aged 11-24 at highest risk of becoming NEET in North Wales, through a range of interventions that will compliment but not duplicate mainstream services.

The project is delivered by a team across the whole of North Wales using such interventions as:

- Counselling – Counsellors & Mental Health Workers.
- Wellbeing / Attendance – Educational Support Workers, Wellbeing Workers, Attendance Support Officers, One to One sessions, Youth workers, Sport & Health, Social & Education and Support & Development.
- DPS – Courses and Work Placements.
- Careers Wales – Activate, Individual Sessions & Group Sessions.

A young person taking part will benefit from health and wellbeing support which will support their continued engagement in education. It gives them access to an alternative curriculum which will allow them to undertake accredited qualifications linked to local labour market opportunities and will also improve their attainment.

LEADERSHIP

The aim of the leadership plan in the Council Plan is to ensure that all Gwynedd leaders have the ability to ensure that each child under their care is able to reach his or her full potential. The Authority has identified the need *"to work jointly to create a culture that enables leaders to thrive; and can inspire and influence children on all levels"*.

Good features

- This plan will be developed with guidance from an experienced co-ordinator who is part of the current system.
- Particular emphasis is placed on ensuring a planned and developed system to ensure appropriate leaders on all levels.
- Particular emphasis is placed on ensuring consistency for the best experiences and opportunities for the pupils of Gwynedd
- Particular emphasis is placed on ensuring effective methods that develop current leaders
- Particular emphasis is placed on ensuring that specific conditions are in place to enable leaders to thrive

As well as the project in the Council Plan, the Authority, in collaboration with GwE, is planning to put relevant training arrangements in place to support the career development of future leaders, and to promote the professional development of the existing leaders in our schools. As part of this project's work, it is aimed to identify the necessary qualities, behaviours and characteristics for individuals to enable them to become successful leaders an education system that is likely to change in future.

PRIORITIES FOR THE NEXT PERIOD

- Close collaboration between the Authority, governors and headteachers to ensure that the system is fit for purpose for the future.
- Ensure there is clear intertwinement between this leadership development plan and principles adopted by the Cabinet, to ensure that we have suitable staff for our system.
- Ensure effective triangulation between leadership direction on a national and regional level, and on a county level in Gwynedd, by appointment (internal expert)

EDUCATION DATA UNIT

Purpose

Ensure complete education data infrastructure.

Good features of the service

- The Data Unit has been established
- Development and embedment of IDP system across both Counties
- Operating across two Authorities
- Better understanding and use of available data
- Integrated Funding data analysis has been completed
- Analysis of the ALN & I Service Satisfaction Survey
- Reconcile work process across both Authorities
- Put our expertise in place for the 30 hours child care project (Gwynedd, Anglesey and Conwy)
- Better support for Education systems - work across services (Transport, Social Services)
- Develop and support schools' RAG systems (ALN & I Service)
- Improve data standard and quality
- More effective in terms of responding to information requests
- Regional Collaboration
- Complete GDPR training

Priorities for the next period

- Continue to develop, embed and support the IDP system
- A transformation project for on-line access system and processes as well as improving the customer care element of the process
- Improve use of FFT and Tableau
- 'GAP' assessment of the ALN & I Service information systems
- Continue to improve data quality
- Improve 'Additional Information' fields in PLASC - i.e. ensure they are up-to-date in primary school SIMS throughout the year rather than 'for PLASC only'
- Re-establish Access Forums

SCHOOL GOVERNANCE SUPPORT SERVICE

Purpose

- Provide support and guidance for headteachers, governors, clerks of governors and Gwynedd schools
- Provide support and guidance for governing bodies on the relevant constitutional system to govern schools and the statutory requirements associated with the field
- Deliver a training programme for governors
- Assist and encourage schools to use the (national) self-appraisal system for Governance
- Prepare training materials/good practices and correspondence for governors and headteachers
- Advice and act as a help line in matters involving governance for headteachers and governors
- Ensure that the minutes of all meetings of the Governing Bodies are monitored and filed electronically in the appropriate manner
- Monitor that schools hold meetings every term
- Support Shadow Bodies of new schools
- Support the Governing Body in sub-panel matters - excess, complaints

Good features of the service

- Offer courses locally to Governors, as required. Collaborate with GwE advisers to offer Understanding Data courses. Along with support for schools that need subsistence
- Offer mandatory courses and courses that encourage good practices for governors, e.g., courses to deal with Excess
- Encourage use of on-line courses that have been established jointly with North Wales Governors Support Officers.
- Upgrade the Governors' Database continuously so that it is possible to keep the record of every governor in all schools updated along with details of their function, DBS and courses. Ensure that it complies with the requirements of the new GDPR Data Protection Act 2018.
- Continue to improve the quality of governors' work to challenge headteachers so that they understand the meaning of data and understand the real situation of standards in a school
- Develop the role of governors to take on a more strategic role in meetings
- Encourage self-appraisal for the work of governors. Promote the use of the national self-appraisal system.
- Clerks - a new team of (trained) clerks in the Authority's pool of clerks along with reserve clerks, when required. A shortage remains in the south of the county.
- Gwynedd Governors Federation - the Federation continues to hold one meeting every term. Fixed items and field experts are invited, every school is offered to send a representative.

Priorities for the next period

Team:

- Continue with arranging the training programme for governors.
- Prepare training materials and correspondence for governors and headteachers - upload the information on the Governors' website.
- Offer further support for schools to fill vacant seats and promote membership from ethnic minorities in Gwynedd

- Advice and act as a help line in matters involving governance for headteachers and governors, including the Excess process
- Assist Governing Bodies to fulfil their statutory role.
- Upgrade the Governors' Database system and collaborate with IT to promote self-service for the Database so that the Authority's governing clerks can directly input information.
- Continue to raise awareness of self-appraisal using the national template. All schools need to undertake a self-appraisal and ensure that it is up-to-date. A technical system to undertake the self-appraisal is available from the Governors Wales Service for a price.
- Promote use of the computer system to store a copy of the school's managerial Policies and Guidelines. Develop this system to keep a record of which schools have received what policy.
- Continue to support the Shadow Body of the new school in the Bala catchment area and collaborate with the Gwynedd Schools Modernisation Team.

CONTRACTS AND SALARIES UNIT

Purpose

The Unit provides a variety of support work to all schools in the county. This varies from providing advice and guidance regarding the terms and conditions of school staff employment to headteachers, governors and the county's officers, processing timesheets for payments, creating contracts, verifying the criminal background of every staff member, advising teachers about their pensions and processing redundancy payments.

Good features of the service

- Staff in our schools continue to receive their wages correctly and on time every month.
- As a department, that we continue to adhere to the level of service for schools fairly and consistently for every school, by following the work schedule throughout the academic year.
- Get all school staff contracts out in accordance with statutory requirements, namely within eight weeks of commencing in post.

Priorities for the next period

- Collaborate with the Education Support Unit on creating a list of Supply Teachers which makes it easier to arrange for them to go to schools.
- Continue to support the 'Ffordd Gwynedd' team on moving forward to process time-sheets through the self-service system.
- Encourage headteachers to ensure that all teaching staff and Learning Support Assistants are registered with the Education Workforce Council and have completed the DBS process prior to commencing their post in school.
- Collaborate with the Human Resources unit on creating a statement for Teachers.

CATERING AND CLEANING SERVICE

Purpose

To provide nutritious and healthy food for the pupils of Gwynedd Schools and to keep educational establishments clean and safe to assist pupils to reach their potential.

Good features of the service

- The lunchtime menu of primary and special schools comply with the 'Healthy Eating in Schools (Nutritional Standards and Requirements) (Wales) Regulations 2013'
- The lunchtime menu of Secondary schools working towards compliance with the 'Healthy Eating in Schools (Nutritional Standards and Requirements) (Wales) Regulations 2013'
- Hold tasting/nutrition sessions in schools to encourage more pupils to eat school dinners
- Give parents, who provide a lunch box for their children, an offer of giving their children school dinners on some days of the week
- Offer thematic lunches for schools
- On-line payment system for parents which facilitates the payment method for different services to schools such as school dinners, trips, instrument lessons etc.
- An offer for every school where the 30 hour care plan is operational by its *cylch meithrin*, to offer school dinners as part of the provision.
- Keep schools clean and safe

Priorities for the next period

- Provide a different lunchtime menu for primary and special schools for the Summer terms which will comply with the 'Healthy Eating in Schools (Nutritional Standards and Requirements) (Wales) Regulations 2013'
- Lead on the SHEP (Summer Holidays Enhancement Programme) plan for 3 schools in Gwynedd
- Review the sickness levels of school catering and cleaning staff
- Assist schools that have not yet become completely cash-free to achieve this
- Continue to encourage parents to choose school dinners for their children
- Act and assist schools to reduce the school dinners debt levels of parents
- Encourage Secondary Schools to become cash-free

CYNGOR GWYNEDD

REPORT TO THE EDUCATION AND ECONOMY SCRUITNY COMMITTEE

Date of Meeting:	21 March, 2019
Cabinet Member:	Councillor Dyfrig Siencyn, Council Leader
Author:	Iwan T. Jones, Corporate Director
Contact Telephone Number:	01286 679685
Title of Item:	North Wales Growth Bid – Progress Report

1. INTRODUCTION

- 1.1 The purpose of this report is to provide an update on the Growth Deal for North Wales, together with presenting the Draft Implementation Plan.
- 1.2 The purpose of the Implementation Plan (included in Appendix 1) is to set out the arrangements for the implementation of the North Wales Growth Deal – in accordance with the requirements of the UK and Welsh Governments prior to the agreement of Heads of Terms. The request for an Implementation Plan was made in late November 2018.
- 1.3 It has been prepared in the context of the North Wales Growth Vision document, which was supported and approved by partners of the North Wales Economic Ambition Board in October 2018.

2. DRAFT IMPLEMENTATION PLAN

2.1 Key Components within the Implementation Plan

- 2.1.1 The Implementation Plan includes high-level activities that will support the delivery of the Growth Deal, and details of the nature of each project funded through the Deal, their outcomes and benefits, and the indicative timeline and inter-dependencies between the projects.
- 2.1.2 It outlines the work of the North Wales Economic Ambition Board and supporting structures, including programme governance, the role of the private sector, stakeholder engagement and programme implementations. It also sets out the arrangements in place for monitoring and evaluation.

2.2 Growth Deal Funding Envelope

- 2.2.1 The UK Government and the Welsh Government have both allocated £120 million each for the purpose of a Growth Deal for North Wales.

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- 2.2.2 However, this Implementation Plan makes the case for an additional sum of £20 million from each Government to support the funding of a package of projects that addresses the challenges faced by the region, particularly in view of the recent announcement by Horizon that work on the proposed £20bn Wylfa Newydd Nuclear Power Station is to be suspended indefinitely.
- 2.2.3 The additional funding will allow for the “scaling up” of 2 key strategic projects:
- **Smart Local Energy Network Project** – increasing the UK Government’s Growth Deal contributions from £10m to £30m;
 - **Regional Land and Property Joint Venture** – increasing the Welsh Government’s Growth Deal contribution from £52.5m to £72.5m.
- 2.2.4 Both Projects have significant co-investment and support from the private sector.
- 2.2.5 The Minister for Economy and Transport confirmed in a letter dated 21 December, 2018 to the Chair of the North Wales Economic Ambition Board that *“the Welsh Government will match any increase in the UK Government’s funding”*.
- 2.2.6 Members of the North Wales Economic Ambition Board have already emphasised that any negotiations on “scaling up” such Projects must not cause any delay with the delivery of other identified Growth Deal Projects.
- 2.2.7 In view of the meeting of the North Wales Economic Ambition Board on the 21st of January 2019 with the Welsh Government Minister for Economy and Transport, we have re-visited our proposed approach to the Growth Deal in view of the suspension of the Wylfa Newydd Nuclear Power Station. This decision by Hitachi will have a critical impact on the economic prospects of North Anglesey in particular.
- 2.2.8 To address these concerns, the Implementation Plan seeks to:
- Re-affirm support and commitment for key Growth Deal projects that will have a direct economic and employment impact on North Anglesey, such as the Holyhead Gateway project, Morlais project and the Nuclear Centre of Excellence project;
 - ‘Front load’ and ‘scale up’ two strategic Growth Deal projects that will impact the economy of North Anglesey, and create the conditions for employment growth. These projects (as referenced in paragraph 4.2.3) are the ‘Smart Local Energy Network Project’ and the ‘Regional Land and Property Joint Venture’;
 - Ensure that the sequencing of Growth Deal projects will prioritise those interventions that impact on North Anglesey.
- 2.3 Next Steps**
- 2.3.1 The document sets out the position statement of the North Wales Economic Ambition Board in relation to drafting the Heads of Terms agreement with the UK and Welsh Governments.
- 2.3.2 Provided that there is support for the Draft Implementation Plan, further engagement will take place with both Governments, with a view to reach Heads of Terms agreement by the end of May 2019.

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APPENDICES:

APPENDIX 1 Draft Implementation Plan



A Growth Deal for North Wales
Draft Implementation Plan

GROWTH DEAL FOR NORTH WALES DRAFT IMPLEMENTATION PLAN

CONTENTS

SECTION 1 – PURPOSE OF IMPLEMENTATION PLAN	2
SECTION 2 – CONTEXT	3
SECTION 3 – CHALLENGES AND BASELINE INFORMATION	6
SECTION 4 – GROWTH DEAL PROGRAMMES	8
SECTION 5 – OUTCOMES AND BENEFITS (<i>THIS IS THE DIFFERENCE WE WILL MAKE</i>)	13
SECTION 6 – SEQUENCING OF PROJECTS (<i>THIS IS WHEN THE DELIVERY WILL HAPPEN</i>)	15
SECTION 7 – PROGRAMME FINANCING (<i>THIS IS HOW MUCH IT WILL COST</i>)	17
SECTION 8 – GROWTH DEAL PROJECT PORTFOLIO (<i>THIS IS THE DETAIL FOR EACH PROJECT</i>)	21
SECTION 9 – SYNERGIES AND INTER-DEPENDENCIES	38
SECTION 10 – EMPOWERING THE REGION	39
SECTION 11 – SKILLS & EMPLOYMENT	40
SECTION 12 – GOVERNANCE	43
SECTION 13 – RISK REGISTER	51
SECTION 14 – GROWTH DEAL PROGRAMME PLANNING AND MONITORING	52
SECTION 15 – BUSINESS CASE ASSESSMENT PROCESS	55
SECTION 16 – ENGAGEMENT PLAN	56
SECTION 17 – INITIAL WORK PROGRAMME OF THE NORTH WALES ECONOMIC AMBITION BOARD	57
SECTION 18 – BUDGET 2019-20	60

SECTION 1 – PURPOSE OF THE IMPLEMENTATION PLAN

The purpose of this document is to set out the arrangements for the implementation of the North Wales Growth Deal – in accordance with the requirements of the UK and Welsh Governments prior to the agreement of Heads of Terms. The request for an Implementation Plan was made in late November 2018.

It has been prepared in the context of the North Wales Growth Vision document, which was supported and approved by partners of the North Wales Economic Ambition Board in October 2018.

The Implementation Plan includes high-level activities that will support the delivery of the Growth Deal, and details of the nature of each project funded through the Deal, their outcomes and benefits, and the indicative timeline and inter-dependencies between the projects.

It outlines the work of the North Wales Economic Ambition Board and supporting structures, including programme governance, stakeholder engagement and programme implementations. It also sets out the arrangements in place for monitoring and evaluation.

The North Wales Economic Ambition Board will review the Implementation Plan annually.

The UK Government and the Welsh Government have both allocated £120 million each for the purpose of a Growth Deal for North Wales.

However, this Implementation Plan makes the case for an additional sum of £20 million from each Government to support the funding of a package of projects that addresses the challenges faced by the region, particularly in view of the recent announcement by Horizon that work on the proposed £20bn Wylfa Newydd Nuclear Power Station is to be suspended indefinitely.

SECTION 2 – CONTEXT

INTRODUCTION

The North Wales Economic Ambition Board covers six Local Authority areas (Gwynedd, Anglesey, Conwy, Denbighshire, Wrexham and Flintshire) and has a population of **690,000** people. It currently contributes approximately £13.6 billion per year to the Welsh and UK economies.

Based on the Growth Vision Strategy, **prepared and agreed by partners within the North Wales Economic Ambition Board in October 2018**, the North Wales Growth Deal presents an unique opportunity to increase jobs and growth in the region. The Deal offers an exciting package of innovative and transformative projects that are inter-related and co-dependant.

The Welsh and the UK Government, together with representatives from the private sector, have been working collaboratively with partners in North Wales to develop the Growth Deal for the region.

Delivery of Growth Deal projects will support the region to overcome the barriers currently faced by the private sector to invest in the region. They will also support the region to adjust to and prepare for “new forces” impacting businesses, such as de-carbonisation, automation, artificial intelligence and other forms of digitalisation. There is a focus in particular on supporting innovation and low-carbon technologies to boost productivity.

OUR AMBITION

The Growth Deal will deliver clean growth, support 6% GVA uplift, 4,298 new jobs and £1bn total investment. £551m of the direct investment will be private sector investment, £247m will be public sector investment and the aim is to attract £280 million from the Growth Deal.

The Growth Deal, together with the support from other funding programmes, will achieve the following for North Wales:

- **Build on our strengths to boost productivity**, and as a region:
 - Be positioned as one of the leading UK locations for low carbon energy generation and energy-related supply chain investment, with expertise in low carbon technologies and processes;
 - Capitalise on the strong network of anchor companies with an international profile to build an advanced manufacturing cluster – one which will be highly competitive on the global stage;
 - Become a hub of innovation and technology excellence and a leader in turning exciting ideas into strong commercial products and services;
 - Further develop and project the reputation of North Wales as a centre of excellence for land-based industries and tourism, firmly establishing ourselves as the adventure tourism capital of the UK.
- **Tackle long-term structural challenges and key economic barriers** in the region, such as transport, digital infrastructure, stalled sites and premises, and skills and employment issues. This will be achieved in a co-ordinated, strategic and integrated way. Through such interventions, we will support and enable the private sector to invest in jobs and growth.

- **Promote inclusive growth**, addressing social and spatial irregularities and inequalities within the region. Inclusive growth is a central component of our Growth Deal programme, and will:
 - **Address issues which match the strategic priorities for growth** as outlined in key policy documents, such as the North Wales Growth Vision for North Wales, the Welsh Government's Economic Action Plan and the Well-Being of Future Generations Act, and the UK Governments' Industrial Strategy.

Our approach to promote growth in a scalable, inclusive, integrated way is recognised in the Future Generations Act. All the relevant public bodies will work collectively to improve the economic, social, environmental and cultural well-being of North Wales – in accordance with the well-being goals. All our Programmes are based on the principles of joined-up interventions, planned over the long term to deliver sustainable improvements in the performance of the North Wales economy.

OUR APPROACH

Through the Growth Deal, the Welsh and UK Governments, the private sector and regional partners embark on a new relationship.

Our approach is underpinned by the commitment of partners to a joined-up way of working including:

- **Commitment to develop an approach that breaks down policy, organisational and spatial boundaries to deliver a quality strategic service and enable the delivery of the Growth Vision and Growth Deal for the region.** This approach recognises that many of the factors that help to unlock economic growth – transport, skills, sites and premises, digital infrastructure, innovation support and business advice and support – can be better managed and delivered at a wider level than individual counties and beyond organisational boundaries.
- **Commitment to develop an approach that is cross-sector and joined-up, working in partnership to address the barriers to growth in North Wales.** This will maximise public value from limited resources. It will also develop a “Team North Wales” approach, pooling resources together from key stakeholders (i.e. WG, FE, HE, LAs) and achieving “place-based” integration at a regional level.
- **Commitment to develop an approach that engages directly and closely with the business community across the region.** This engagement will take place in a structured way. This will ensure that the barriers to growth and issues faced by the private sector are clearly understood and articulated. The business community - through a structured engagement programme - will play a central role in supporting, challenging and advising the design and delivery of key interventions to address those barriers and issues.
- **Commitment to pooling resources at a regional level,** to make better use of existing resources, maximising impact whilst minimising financial burdens on partners.

This is demonstrated through the formation of the North Wales Economic Ambition Board, which is a partnership established to drive forward the economic agenda in North Wales. It includes all six local authorities, as well as representatives from Wrexham Glyndwr University, Bangor University, Grŵp Llandrillo Menai, Coleg Cambria and the private sector.

OUR OFFER TO THE UK AND WELSH GOVERNMENT

- **North Wales will deliver clean growth, support 6% GVA uplift, 4,298 new jobs and £1bn total investment through the Growth Deal agreement.**
- **North Wales will be well organised with partners working collectively and in a strong partnership with robust governance arrangements.** There will be direct and regular engagement with the private sector. The partnership will have a coherent joined up plan that will deliver jobs and growth for North Wales, addressing directly the barriers and obstacles faced by the private sector; working even closer with the business community.
- **North Wales will offer a quality business environment to stimulate and promote investment with resources and expertise pooled from various organisations to meet the needs of the private sector.** This will be achieved in a co-ordinated and joined up way.
- **North Wales will offer a skills and employment system that meets the needs of the current and future labour market,** and will tackle economic inactivity in a determined and robust way, enabling and supporting people to access employment opportunities.
- **North Wales will offer to increase research and development activity as well as the commercialisation of ideas and innovation especially in low carbon energy, advanced manufacturing, and land-based and tourism industries.** This will improve and increase productivity and our contribution to the national economy.
- **North Wales will offer to deliver strategic ‘enabling’ projects that will increase the competitiveness of business across the region,** especially through the digital connectivity programme, the transport programme, land and premises programme and the skills and employment programme.
- **Partners in the region will form a Programme Office to co-ordinate the development and delivery of strategic interventions, including Growth Deal projects.** This will be Centre of Excellence for programme and project management, responsible for the development, implementation and monitoring of programme and project arrangements and processes. The standards and procedures adopted by the Programme Office will be based on best practice from both the public and private sector. It will support the activities of the North Wales Economic Ambition Board, and will forge a close working relationship with the UK and Welsh Governments.

SECTION 3 – CHALLENGES AND BASELINE INFORMATION

NORTH WALES TODAY – THE CHALLENGES

Set out below is a summary of the key challenge facing the economy of North Wales – as identified in the Growth Vision.

1. Despite the increase in GVA in the region, there is a wide variation in GVA per head between West and East of the region. The GVA in North Wales remains persistently lower than the UK average.
2. Some parts of the region are reliant on traditionally low paid sectors/employment. Over reliance on public sector in some areas can have a negative impact, especially given the current financial climate.
3. Even though the region has seen an improvement in employment and unemployment, the economic inactivity rates have not improved and are above the UK average.
4. Although employment and unemployment levels are improving, growth in 'High Value' sectors in the economy has been volatile during the last five years, with a decrease in growth in the last two years. This presents a challenge if we are to improve productivity and competitiveness of the region.
5. There is a dearth of larger enterprises especially in the North West counties and challenges around growing business beyond micro, small and medium sizes.
6. Skills levels – current workforce does not possess the higher skills or the correct skills required for the growing economy. There is a poor take up of STEM/digital subjects.
7. Levels of housing completions across the region are at an all-time low, and house building is failing to keep pace with demand.
8. There is an ageing population in the region and a net outward migration of talent. Investing in skills that match the needs of the region's new employment opportunities is fundamental to our future economic health.
9. Inadequate Digital Connectivity across the region continues to present challenges to enterprise and individuals, with infrastructure lagging behind the rest of the UK in terms of coverage and capacity.
10. Transport links and physical infrastructure limit movement and ready access to major employment hubs.

STRATEGIC INDICATORS

Strategic Outcomes & Indicators	2010	2011	2012	2013	2014	2015	2016	Future Direction
Growth in Regional Prosperity								
GVA	10,933	11,472	12,099	12,669	12,813	13,313	13,836	↑
North Wales GVA per head as % of UK (-London +SE)	81%	83%	86%	87%	85%	87%	88%	↑
Dispersed GVA growth across the 6 Counties of North Wales	10%	11%	6%	10%	5%	8%	6%	↓
GVA growth in high value economic sector (GVA growth in manufacturing, information and communications and technical activities)	7%	8%	5%	9%	0%	6%	4%	↑
Creation of Better Quality Jobs								
Employment Growth	-0.8%	-2.4%	1.1%	0.5%	1.9%	2.4%	-2.1%	↑
Dispersal of Employment Growth across the 6 Counties of North Wales	6%	12%	11%	14%	10%	18%	14%	↓
Employment Growth in high value economic sectors	-4.9%	-2.6%	-0.5%	7.0%	6.7%	0.2%	-8.7%	↑
A more Skilled Workforce within the Region								
Proportion of population with higher level qualifications (Level 4 and above – equivalent to A Level, Higher Level Apprenticeships, Foundation Degrees, Bachelor Degree, PGCE, Masters & PhD)	30%	30%	32%	34%	35%	36%	35%	↑
Number of individuals on Higher Apprenticeship Programmes (Higher Apprenticeships is a work-based learning programme that is aimed towards Level 4, 5, 6 or 7)			305	610	735	1,045	710	↑
Number of 16-24 year olds on Apprenticeship Programmes			5,990	6,225	4,255	5,075	5,050	↑
Improvements in Standards of Living across the Region								
Reduce the proportion of workless households	20%	20%	19%	18%	19%	17%	17%	↓
Improve affordability (median house prices / median income)	6.1	6.0	5.9	5.6	5.6	5.9	6.0	↓

Increase in median household income (£)	22,656	22,531	23,272	24,596	24,516	24,753	24,442	↑
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SECTION 4 – GROWTH DEAL PROGRAMMES

We have identified Strategic Programmes within the North Wales Growth Deal to address some of the challenges facing the regional economy, as well as exploiting the opportunities. These Programmes are a group of inter-related and co-dependant Projects managed in a co-ordinated way, and have been defined in the context of the Growth Vision for North Wales. By delivering these programmes collectively, we will achieve a greater impact in terms of our ambition and use of resources rather than delivering them in isolation.

HIGH GROWTH SECTORS TO DRIVE PRODUCTIVITY IN THE REGION

The focus of the Growth Deal will be to maximise the economic value of high growth sectors to drive economic growth and productivity in the region over the next 15 years.

Innovation, research and development will be embedded into our approach, maximising the value of world-class research and development assets and activity that will be promoted in the region.

The co-ordinated and strategic approach to develop high growth sectors will lead to more value being captured from our science, research and creativity, and more will be done in order to address barriers that impact on collaboration and the flow of knowledge between research and industry.

The Projects aimed at increasing the value and impact of high growth sectors have been presented in 3 key Growth Deal Programmes:

1. LOW CARBON ENERGY PROGRAMME

Delivery of the Low Carbon Energy Programme will position North Wales as one of the leading UK locations for energy generation and energy related supply chain investment, with expertise in low carbon technologies, renewable energy and energy storage.

The Programme will ensure that North Wales has a quality and modern infrastructure to accommodate and facilitate sustainable growth in the low carbon energy sector and to promote innovation and new technology. Pilot projects developed through this Programme will be exemplars for coastal and rural areas.

Projects to be funded through the Growth Deal under this Programme include the following:

<i>Trawsfynydd Power Station Project</i>
<i>Morlais Project</i>
<i>Smart Local Energy Networks</i>
<i>Nuclear Energy Centre of Excellence</i>

2. ADVANCED MANUFACTURING PROGRAMME

The Advanced Manufacturing Programme will capitalise on the strong network of anchor companies with an international profile, as well as world leading expertise to boost innovation and new technology to develop a powerful advanced manufacturing cluster – one which will be highly competitive on the global stage. These are enterprises applying leading edge technical knowledge and expertise to the creation of products, production and processes and associated services. Building this sector in the region will significantly improve productivity and achieve sustainable economic growth.

The Growth Deal will deliver world-class resources in sector-leading facilities, building on expertise in the region to maximise economic impact from research and technology.

We will also build on the success of recent investment by the Welsh Government, and establish synergies and close collaboration with the new Advanced Manufacturing Research Institute, providing businesses with quality facilities, research and innovation in critical key areas across the region. The Programme will ensure that the region has world-leading expertise and a network of world-leading centres to boost innovation and new technology in key economic sectors.

Projects to be funded through the Growth Deal under this Programme include the following:

<i>Enterprise Engineering and Optics Centre Project</i>
<i>Centre of Environmental Technology and Industrial Accreditation Project</i>

3. LAND-BASED INDUSTRIES AND TOURISM

This programme will build on the well-established agricultural, food and drink sector in North Wales, as well as supporting further investment in high quality tourism to extend the tourism season.

The aim – through the Growth Deal - is to build a more vibrant foundation economy within the region, optimising the economic value of our environment and landscape. Agriculture, food and tourism sectors form the backbone of many local economies in the region. Our ambition is to support businesses within these sectors who are embedded in their local communities, to increase their productivity, encourage skills progression, and develop more sustainable business models through improving their access to innovation and new technology.

We will develop and project the reputation of North Wales as a centre of excellence for high value tourism, and adrenalin tourism in particular, building on recent investments and a growing portfolio of globally attractive all-year attractions. We aim to ensure that the Growth Deal will support further improvements to visitor experience in the region and enhance the quality of key destinations.

Projects to be funded through the Growth Deal, and any potential side-deal with the Welsh Government under this Programme, include the following:

<i>Glynllifon Rural Economy Hub Project</i>
<i>Llysfasi Carbon Neutral Farm</i>
<i>North Wales Tourism and Hospitality Centre of Excellence Project</i>

ADDRESSING KEY BARRIERS TO ENABLE AND ACHIEVE ECONOMIC GROWTH

We have developed “enabling” Programmes through the Growth Deal to tackle key economic barriers and address structural issues that have impacted on productivity and jobs. Their delivery will create the appropriate conditions for businesses to invest in the region and for the labour market to take advantage of new employment opportunities.

We will plan and deliver a more strategic approach to our investments, ensuring that they are well-targeted in order to enable economic and employment growth across the region. This will be done in partnership with key partners, especially the UK and Welsh Governments.

The Projects to address key barriers to growth have been presented in 4 key Growth Deal Programmes:

1. LAND AND PROPERTY PROGRAMME

This Programme includes a package of Projects to unlock growth opportunities across the region and will directly address the shortage of suitable land and properties for business growth. The Programme will also bring forward sites for housing development.

Their delivery will create a portfolio of high quality sites and premises to accommodate innovation and expansion in the business base, in particular in the high growth sectors such as low carbon energy related industries and advanced manufacturing.

Projects to be funded through the Growth Deal under this Programme include the following:

<i>Regional Land and Property Joint Venture Project</i>
<i>Holyhead Gateway Programme</i>

2. SKILLS AND EMPLOYMENT PROGRAMME

This Programme will tackle economic inactivity and deliver a co-ordinated and integrated skills and employment approach in the region. It will enable people to access support more easily and effectively, and help them gain employment and upskill, ensuring a more robust and resilient workforce to meet future employment needs.

It will also increase the supply of skills in key growth sectors, and will equip people for jobs shaped by the next generation technology, driving up digital skills in North Wales.

Projects to be funded through a side-deal with Welsh Government under this Programme include the following:

<i>Information and Advice Gateway</i>

3. DIGITAL PROGRAMME

This Programme will focus on improving the digital infrastructure and innovation in the region. It will deliver quality access to effective and affordable digital connectivity for businesses and households, and will boost innovation in digital signalling.

This will be achieved primarily through the delivery of a new full fibre broadband infrastructure across the region to support and enable businesses to innovate and grow.

Projects to be funded through the Growth Deal under this Programme include the following:

<i>Digital Connectivity Project</i>
<i>Digital Signal Processing Centre</i>

4. STRATEGIC TRANSPORT PROGRAMME

The purpose of this Programme is to enable improved accessibility and connectivity, to and within the region. A portfolio of schemes will be delivered to improve local transport infrastructure, enhancing in particular access to employment. Congestion nodes will be tackled, transport will be better integrated and alternatives to road based access will be developed through this Programme. A key focus will be to develop integrated transport hubs and deliver low carbon transport solutions, in urban and rural areas.

The Programme will enable businesses in the region to have improved access to markets, goods, services and labour.

Projects to be funded through the Growth Deal under this Programme include the following:

Regional Transport Decarbonisation

OUR AMBITION

Collectively, the Projects identified under the Growth Deal Programmes are transformational, are inter-related and co-dependant.

Their delivery will support the region to overcome the barriers currently faced by the private sector to invest in the region and to create employment opportunities.

There is a focus in particular on supporting low carbon technologies to boost productivity and create high value jobs.

There is a clear ambition here, in particular to position North Wales as one of the leading regions for low carbon energy production and renewable energy, as well as advanced manufacturing and land-based industries and tourism.

ROLE OF THE PRIVATE SECTOR

Representatives of the private sector have co-designed the Growth Deal Programmes and have been involved in shaping and influencing the Growth Deal. This has mainly been co-ordinated through the North Wales and Mersey Dee Business Council as well as the Business Delivery Group.

In addition, businesses have been engaged and involved in the development of individual projects, ensuring co-investment and private sector buy-in. Listed below are examples of businesses that are involved in the North Wales Growth Deal projects:

<i>Wood/Amec Foster Wheeler</i>	<i>Siemens</i>
<i>Rolls Royce</i>	<i>Raytheon</i>
<i>Westinghouse</i>	<i>Zipworld</i>
<i>RWE</i>	<i>Surf Snowdonia</i>
<i>Minesto</i>	<i>Money Penny</i>
<i>Nova Technologies</i>	<i>Jones Bros</i>
<i>Innogy</i>	<i>Barwood Land and Property</i>
<i>S P Energy Networks</i>	<i>Stena Line</i>
<i>Qinetiq</i>	<i>BT</i>
<i>Toyota</i>	<i>Airbus</i>

Letters highlighting the support and commitment of businesses identified above to the Growth Deal Projects have been received and are available on request.

The involvement and engagement of such businesses within the individual Projects will ensure that opportunities catalysed by the development of the Growth Deal will be accessed and led by businesses.

A private sector “champion” has also been identified for each Growth Deal project:

Project	Private Sector Champion(s)
LOW CARBON ENERGY PROGRAMME	
Trawsfynydd Power Station Project	Rolls Royce
Morlais Project	Minesto / Nova Technologies
Smart Local Energy Network Project	Nova Technologies / Minesto
Nuclear Energy Centre of Excellence	Wood/Amec Foster Wheeler / TWI
ADVANCED MANUFACTURING PROGRAMME	
Enterprise Engineering & Optics Centre	Qinetiq
Centre of Environmental BIOTECHnology	James Findlay Ltd
LAND-BASED INDUSTRIES AND TOURISM	
Glynllifon Rural Economy Hub Project	Halen Môn
The Llysfasi Carbon Neutral Farm	Kubota UK
North Wales Tourism and Hospitality Centre of Excellence Project	Zip World / Surf Snowdonia
LAND AND PROPERTY PROGRAMME	
Regional Land and Property Joint Venture	Money Penny
Holyhead Gateway Project	Stena Line
DIGITAL PROGRAMME	
North Wales Digital Connectivity Project	Virgin Media / Fibrespeed
Digital Signal Processing Centre Project	BT
STRATEGIC TRANSPORT PROGRAMME	
Regional Transport Decarbonisation	SP Energy Networks

SECTION 5 – OUTCOMES AND BENEFITS

The Outcomes and Benefits of each Growth Deal Project is set out in the table below:

Project Name	Indirect / Construction Jobs	Direct Job Creation	Direct Private Sector Investment	Private Sector Leverage*	Improved Skills Base
LOW CARBON ENERGY PROGRAMME					
- Trawsfynydd Power Station Project	1,750	250	0	£2bn	High Impact
- Morlais Project	329	165	40	£5m	High impact
- Smart Local Energy Network Project	190	100	238	£3m	Medium impact
- Nuclear Energy Centre of Excellence	-	150	1	£21m	High impact
ADVANCED MANUFACTURING PROGRAMME					
- Enterprise Engineering & Optics Centre	370	145	0	£31.4m	High Impact
- Centre of Environmental BIOTECHnology	350	48	0	£11.2m	High impact
LAND-BASED INDUSTRIES AND TOURISM					
- Glynllifon Rural Economy Hub Project	91	80	0.8	-	High Impact
- The Llysfasi Carbon Neutral Farm	150	-	5	£5m	High impact
- North Wales Tourism and Hospitality Centre of Excellence Project	150	-	1.25	£36.2m	High Impact
LAND AND PROPERTY PROGRAMME					
- Regional Land and Property Joint Venture	2,250	1,875	210	£637.4m	Medium impact
- Holyhead Gateway Project	2200	1,250	45	£80m	Medium – High impact
SKILLS AND EMPLOYMENT PROGRAMME					
- Skills Information and Advice Gateway	Side Deal				High impact
DIGITAL PROGRAMME					
- North Wales Digital Connectivity Project	2100	-	0.4	£250m	Medium Impact
- Digital Signal Processing Centre Project	228	160	1.1	£15m	High Impact
STRATEGIC TRANSPORT PROGRAMME					
- Regional Transport Decarbonisation	30	75	8.5	-	Medium Impact
TOTAL	10,188	4,298	£551m	£3.095bn	

**the value of private sector investment achieved as a direct consequence of the project being delivered*

Outcomes are based on the co-delivery of the projects where the whole is greater than the sum of its parts.

Delivery of the projects will support the creation of 4,298 new jobs, generate £551 million direct private sector investment and lead to a leverage of £3.095bn from the private sector. It will also significantly deliver an improved skills base in the region.

The table below demonstrates the return on investment by the Growth Deal Projects:

Project Name	Outcome(s)
LOW CARBON ENERGY PROGRAMME	
Trawsfynydd Power Station Project	GVA impact of +£58m
Morlais Project	25% of inward investment into the local supply chain
Smart Local Energy Network Project	800mn installed capacity for low carbon renewable energy
Nuclear Energy Centre of Excellence	225 businesses accessing services and facilities
ADVANCED MANUFACTURING PROGRAMME	
Enterprise Engineering & Optics Centre	300 businesses accessing services and facilities
Centre of Environmental BIOTECHnology	120 businesses accessing services and facilities
LAND-BASED INDUSTRIES AND TOURISM	
Glynllifon Rural Economy Hub Project	200 businesses accessing services and facilities from the hub
The Llysfasi Carbon Neutral Farm	Improved uptake of renewable energy projects throughout North Wales (40 projects over the next 5 years)
North Wales Tourism and Hospitality Centre of Excellence Project	100 new tourism and hospitality apprentices in the first two years of operation
LAND AND PROPERTY PROGRAMME	
Regional Land and Property Joint Venture	20k m ² business space provided 30 Ha business land provided
Holyhead Gateway Project	47 additional cruise ships visiting the port by 2023
SKILLS AND EMPLOYMENT PROGRAMME	
Skills Information and Advice Gateway	(side deal)
DIGITAL PROGRAMME	
North Wales Digital Connectivity Project	Superfast broadband available to 99% of premises by 2021
Digital Signal Processing Centre Project	88 additional highly skilled graduates in the local workforce annually
STRATEGIC TRANSPORT PROGRAMME	
Regional Transport Decarbonisation	Reduction in carbon emissions

SECTION 6 – SEQUENCING OF PROJECTS

The Sequencing of Projects between 2019-2025 is set out in the table below:

PROJECT	TIMESCALE						
	2019	2020	2021	2022	2023	2024	2025
Trawsfynydd Power Station Project	Planning & development						
		Delivery & construction					
						Completion	
Morlais Project	Planning & development						
		Delivery & construction					
						Completion	
Smart Local Energy Network Project	Planning & development						
	Delivery & construction						
					Completion		
Nuclear Energy Centre of Excellence	Planning & development						
		Delivery & construction					
					Completion		
Enterprise Engineering & Optics Centre	Planning & development						
	Delivery & construction						
						Completion	
Centre of Environmental BIOTECHnology	Planning & development						
	Delivery & construction						
						Completion	
Glynllifon Rural Economy Hub Project	Planning & development						
		Delivery & construction					
				Completion			
The Llysfas Carbon Neutral Farm	Planning & development						
		Delivery & construction					
				Completion			

North Wales Tourism and Hospitality Centre of Excellence Project	Planning & development	
		Delivery & construction
		Completion
Regional Land and Property Joint Venture	Planning & development	
		Delivery & construction
		Completion
Holyhead Gateway Project	Planning & development	
		Delivery & construction
		Completion
North Wales Digital Connectivity Project	Planning & development	
		Delivery & construction
		Completion
Digital Signal Processing Centre Project	Planning & development	
		Delivery & construction
		Completion
Regional Transport Decarbonisation	Planning & development	
		Delivery & construction
		Completion

SECTION 7 – PROGRAMME FINANCING

The North Wales Growth Deal is a total investment of £1.07billion over a period of 10 years. This consists of £280 million from the UK and Welsh Governments, £247 million from other public sector funding and £551 million from the private sector. The public sector investment includes funding from either grants or direct contributions from project sponsors.

The proportion of Government Funding for each project is set out in the table below:

<i>Project Name</i>	<i>Private (£m)</i>	<i>Public (£m)</i>	<i>Growth Deal (£m)</i>	<i>Total Project Costs (£m)</i>
LOW CARBON ENERGY PROGRAMME				
- Trawsfynydd Power Station Project	0	0	20	20
- Morlais Project	40	19.974	9	68.974
- Smart Local Energy Network Project	238	7.8	30	275.8
- Nuclear Energy Centre of Excellence	1	75.7	21	97.7
ADVANCED MANUFACTURING PROGRAMME				
- Enterprise Engineering & Optics Centre	0	19.83	10	29.83
- Centre of Environmental BIOTECHnology	0	13	3	16
LAND-BASED INDUSTRIES AND TOURISM				
- Glynllifon Rural Economy Hub Project	0.8	3	10	13.8
- The Llysfasi Carbon Neutral Farm	5	5	10	20
- North Wales Tourism and Hospitality Centre of Excellence Project	1.25	5	10	16.25
LAND AND PROPERTY PROGRAMME				
- Regional Land and Property Joint Venture	210	45	72.5	327.5
- Holyhead Gateway Project	45	0	35	80
SKILLS AND EMPLOYMENT PROGRAMME				
- Skills Information and Advice Gateway	*Negotiate Side Deal with WG			
DIGITAL PROGRAMME				
- North Wales Digital Connectivity Project	0.411	0	34	34.411
- Digital Signal Processing Centre Project	1.147	3.125	3	7.272
STRATEGIC TRANSPORT PROGRAMME				
- Regional Transport Decarbonisation	8.5	50	12.5	71
TOTAL FUNDING	£551.11m	£247.43m	£280m	£1.078bn

Participating in the Growth Deal requires a major financial commitment covering the local government and partners' capital contribution, the cost of servicing debt used to finance projects in advance of receiving UK and Welsh Governments funding, and the cost of administrating the North Wales Economic Ambition Board arrangements.

The exact level of borrowing required by partners and the structure and terms of the borrowing is yet to be confirmed at this point in time.

The methodology for servicing the debt will be agreed by the partners of the North Wales Economic Ambition Board before signing the final Growth Deal with the UK and Welsh Governments.

The financial profiles for individual projects is set out in the following table:

	2020/21			2021/22			2022/23			2023/24			2024/25			2025/26			TOTAL		
	(£m)			(£m)			(£m)			(£m)			(£m)			(£m)					
	Public	Private	GD	Public	Private	GD	Public	Private	GD	Public	Private	GD									
LOW CARBON ENERGY PROGRAMME																					
Trawsfynydd Power Station Project	0	0	11.9	0	0	8	0	0	0.1	0	0	0	0	0	0	0	0	0	0	0	20
Morlais Project	0	0	0	8.974	0	3.5	11	0	5.5	0	22	0	0	15	0	0	3	0	19.974	40	9
Smart Local Energy Network Project	2.8	40	5	3	50	10	2	70	10	0	78	5	0	0	0	0	0	0	7.8	238	30
Nuclear Energy Centre of Excellence	17.1	1	4.813	19.65	0	6.812	26.45	0	5.313	12.5	0	4.062	0	0	0	0	0	0	75.7	1	21
ADVANCED MANUFACTURING PROGRAMME																					
Enterprise Engineering & Optics Centre	8.8	0	8.49	4.26	0	1.51	4.31	0	0	2.46	0	0	0	0	0	0	0	0	19.83	0	10
Centre of Environmental BIOTTECHnology	4.1	0	1.5	3.6	0	1.5	3.5	0	0	1.8	0	0	0	0	0	0	0	0	13	0	3
LAND-BASED INDUSTRIES AND TOURISM																					
Glynlifon Rural Economy Hub Project	1	0	0.5	1	0	4.75	1	0	4.75	0	0.8	0	0	0	0	0	0	0	3	0.8	10
The Llysfasi Carbon Neutral Farm	2	0	4	3	3	6	0	2	0	0	0	0	0	0	0	0	0	0	5	5	10
North Wales Tourism and Hospitality	3	0.375	4.937	2	0.375	3.063	0	0.5	2	0	0	0	0	0	0	0	0	0	5	1.25	10

Centre of Excellence Project																						
LAND AND PROPERTY PROGRAMME																						
Regional Land and Property Joint Venture	5	0	10	10	30	25	10	40	20	10	50	10	10	90	7.5	0	0	0	45	210	72.5	
Holyhead Gateway Project	0	40.5	31.5	0	4.5	3.5	0	0	0	0	0	0	0	0	0	0	0	0	0	45	35	
SKILLS AND EMPLOYMENT PROGRAMME																						
Skills Information and Advice Gateway	Side deal																					
DIGITAL PROGRAMME																						
North Wales Digital Connectivity Project	0	0	1.051	0	0.023	2.573	0	0.109	9.72	0	0.238	7.898	0	0.041	4.557	0	0	8.201	0	0.411	34	
Digital Signal Processing Centre Project	1.855	0.688	1.75	1.23	0.459	1	0.02	0	0.25	0.02	0	0	0	0	0	0	0	0	3.125	1.147	3	
STRATEGIC TRANSPORT PROGRAMME																						
Regional Transport Decarbonisation	10	1	2	15	3	4	15	3	4	10	1.5	2.5	0	0	0	0	0	0	50	8.5	12.5	
TOTAL FUNDING	55.355	83.563	85.941	70.314	91.357	81.208	73.38	115.61	63.133	38.48	152.54	29.46	10	105.04	12.057	0	3	8.201	247.43	551.11	280	

PROPOSED GROWTH DEAL FUNDING (UK AND WELSH GOVERNMENT)

Project Name	UK Government (£m)	Welsh Government (£m)	Total Growth Deal (£m)
LOW CARBON ENERGY PROGRAMME			
- Trawsfynydd Power Station Project	20	0	20
- Morlais Project	9	0	9
- Smart Local Energy Network Project	30	0	30
- Nuclear Energy Centre of Excellence	21	0	21
ADVANCED MANUFACTURING PROGRAMME			
- Enterprise Engineering & Optics Centre	10	0	10
- Centre of Environmental BIOTECHnology	3	0	3
LAND-BASED INDUSTRIES AND TOURISM			
- Glynllifon Rural Economy Hub Project	0	10	10
- The Llysfasi Carbon Neutral Farm	0	10	10
- North Wales Tourism and Hospitality Centre of Excellence Project	0	10	10
LAND AND PROPERTY PROGRAMME			
- Regional Land and Property Joint Venture	0	72.5	72.5
- Holyhead Gateway Project	10	25	35
SKILLS AND EMPLOYMENT PROGRAMME			
- Skills Information and Advice Gateway		Side Deal	
DIGITAL PROGRAMME			
- North Wales Digital Connectivity Project	34	0	34
- Digital Signal Processing Centre Project	3	0	3
STRATEGIC TRANSPORT PROGRAMME			
- Regional Transport Decarbonisation	0	12.5	12.5
TOTAL FUNDING	140	140	280

SECTION 8 – GROWTH DEAL PROJECT PORTFOLIO

The Projects for which investment is sought are included in this section. They are all strategic and their delivery will transform the performance and opportunities across the region. They have been developed in the context of the Growth Vision, and are presented within the Growth Deal Strategic Programmes.

The Projects are inter-related and co-dependent. They have all been tested in terms of strategic fit, delivering value for money, commercial sustainability, deliverability and partnership support and commitment.

They have been designed and developed through partnership working and co-production amongst the public, higher education, further education and particularly the private sector in the region.

The Project Schedule List includes a mix of solutions that are:

- Spatially targeted;
- Applied to the whole region;
- Enablers, e.g. transport, housing;
- Supporting growth and attracting private sector investment;
- Promoting innovation.

The Growth Deal projects will achieve the following:

- A positive impact on GVA, supporting enterprise growth and productivity gains;
- A positive impact on jobs;
- An impact beyond the local boundary area of where the investment takes place and does not displace activity within the region;
- Alignment with proposed interventions planned by key partners, in particular Welsh Government;
- Supporting people out of unemployment into employment.

The balance of benefits from the investment will be shared to support sustainable and inclusive growth across the region – in accordance with our Vision as well as the priorities of the Well-Being of Future Generation Act. Given the importance of the Growth Deal and the development of the work of the North Wales Economic Ambition Board, it is important that the Future Generations Act is given due consideration in the development of any proposal.

Summaries of the Outline Business Case (OBC) for each Growth Deal Project are included below. Copies of the full OBC for each Growth Deal Project are available on request. These OBC's have been prepared in accordance with the guidelines as set out in HM Treasury's Green Book.

LOW CARBON ENERGY PROGRAMME

Programme:	LOW CARBON ENERGY PROGRAMME						
Project:	Trawsfynydd Power Station Project						
Lead Sponsor:	Snowdonia Enterprise Zone						
Total Cost:	£20m	Growth Deal:			£20m		
Description:	The future use of Small Modular Reactors (SMRs), is viewed with increasing interest. These reactors produce around 300MW of energy. In tandem with the development of the UK SMR offer, a group of industry experts has been investigating the key strategic employment site based upon the Trawsfynydd Licensed Nuclear Site. At this time, the preferred option is to pursue the aspiration of providing the First of a Kind (FOAK) with work continuing on appraising the secondary options in conjunction with partners. Work has been ongoing since 2012 in securing that early developer engagement, and it continues in earnest. The project seeks to facilitate the first phase of development of this site.						
Private Sector Buy in and co-investment:	Strong links have been forged with all of the key SMR developers, industry bodies, and government, consequently, the benefits offered by the Trawsfynydd site are now widely recognised, evidenced in the OBC. With companies including Rolls Royce, Nuclear Advanced Manufacturing Research Centre, MATOM, Jones Bros Cyf etc. supporting the project. The works within this project have been identified in collaboration with commercial partners, and we are therefore confident that it represents a package of work which both offers a practical means of removing some of the barriers to locating an SMR at Trawsfynydd, whilst also enhancing the site's offer.						
Key Milestones	Activity					Commencement Date (using calendar year)	
	Environmental studies/works (to 2022)					2019	
	Logistical studies/works; Digital connectivity; data centre spec; rail GRIP 3 studies; (to 2021)					2020	
	R&D facilities in conjunction with Bangor University (to 2022)					2020	
	Route improvements (to 2022)					2021	
Risks	Description			Mitigation			
	Identification of physical/environmental impediments			If feasible, timing is such as to enable these to be overcome before work commences on the reactor(s)			
	UK Government revises policy on SMRs			Site has alternative uses which will benefit from project			
	Failure to achieve FOAK status			Fewer job and other opportunities but still viable			
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£)
	Public	0	0	0	0	0	0
	Private	0	0	0	0	0	0
	Growth Deal	0	11.9	8	0.1	0	20
	TOTAL	0	11.9	8	0.1	0	20
Constraints	Consenting and licensing (land use/environmental/generic design) Changes in Government policy Any lack of commitment by the UK Government to transfer the Trawsfynydd Site under favourable terms to a suitable SMR developer at the appropriate time						
Dependencies	The hosting of a SMR on this site is subject to a number of factors relating to various consent processes and successful generic design assessments. There are interdependencies with the nuclear centre of excellence; Digital programme; and land and property joint venture.						
Outcomes	Quantifiable outputs within this first phase would largely come from the construction jobs created and safeguarded by the capital works undertaken. The intention is to de-risk the development of a FOAK SMR on the site, the total capital cost of which will be c£2bn. Some 250 FTE jobs would be provided (+150 if FOAK). There would be a GVA effect of +£58m						

Programme:	LOW CARBON ENERGY PROGRAMME						
Project:	MORLAIS Infrastructure Project						
Lead Sponsor:	Menter Môn Ltd						
Total Cost:	£68.974m	Growth Deal:		£9m			
Description:	The Morlais zone, situated off Holy Island Anglesey is one of three zones in the UK designated for tidal stream energy deployment by the Crown Estate. A 45 year lease for this zone was awarded in April 2014 to Menter Môn Ltd. The zone extends to 35km ² of sea bed and can accommodate up to 240MW of tidal stream generation. The funds are required in order to connect the sea bed to a Point of Connection to grid near Holyhead.						
Private Sector Buy in and co-investment:	Morlais has attracted eleven technology developers to the project, three from the UK, four from the EU and four from North America. These companies have signed conditional agreements with Morlais and made deposits. Private sector funding for this project commences in 2023. It must be emphasised that these companies will spend £4m per mw to deploy turbines. This infrastructure project enables this leverage. Letters of support have been received by HydroQuest, Bigmoon, Minesto, Orbital Marine Power, SP Energy Networks etc.						
Key Milestones	Activity			Date (using calendar year)			
	Land and connection agreements complete			Apr 2019			
	Two year land and marine EIA studies complete			Apr 2019			
	Consent submission			July 2019			
	Consent award			Jan to Jun 2021			
	Infrastructure construction start			Jan to Jun 2021			
	Infrastructure construction completion			Jul to Dec 2022			
	Turbine deployment			2023			
Risks	Description		Mitigation				
	Risk of a 'stranded asset' due to absence of revenue support for tech companies, thus no customers.		Menter Mon (et al) are in proactive discussions with UKG, WG and utility companies to resolve the revenue support position over a two year period.				
	Risk of decommissioning liabilities (marine)		Decommissioning liability assignments prescribed in Crown Estate Head Lease.				
Risks of decommissioning liabilities (terrestrial)		Agreement states that in the event of a need for decommissioning the landowner will retain the building for agricultural use.					
Financial Profile		2021/22	2022/23	2023/24	2024/25	2025/26	TOTAL (£)
	Public	8.974	11	0	0	0	19.974
	Private	0	0	22	15	3	40
	Growth Deal	3.5	5.5	0	0	0	9m
	TOTAL	12.474	16.5	22	15	3	68.974
Constraints	A 2 year window has been allowed for consent completion. The extent of consent which will be achievable in the first phase cannot be foreseen with certainty' A 20MW constraint represents a worst case scenario, hence the Model 2 business plan mitigation. In order to ensure an orderly expenditure of ERDF funding prior to the end of December 2023), approval of the £9m match required prior to September 2019.						
Dependencies	Need to retain technology customer community. Promoters have an excellent record in this regard - four new companies of stature joined in the last quarter of 2018. They continue to work proactively with them to resolve common challenges. Because of uncertainty surrounding the prospect of revenue support, Morlais is presenting two Business Models 1 and 2.						
Outcomes	Best case Project outcomes (Business Model 1) include:- Inward investment of £480m (at £4m per MW installed with cost reduction factored) Percentage of inward investment expended into the regional supply chain = 25 – 35% Marine Technology Companies locating on the Holyhead corridor = 7 - 11						

Jobs created 2,696 FTE person years over 25 years, (based on WG Regeneris study 2014)
Business Model 2: Inward investment of £40m over first 5 years rising to £440m over 10 years
Percentage of inward investment expended into the regional supply chain = 25 – 35%
Marine Technology Companies locating on the Holyhead corridor = 4-7
Jobs created 750 FTE person years over first 5 years, rising to 2500 over 15 years (based on
WG Regeneris study 2014)

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Programme:	Low Carbon Energy Programme						
Project:	Smart Local Energy Project						
Lead Sponsor:	Regional Energy Hub						
Total Cost:	£275.8 million	Growth Deal:		£30.0 million			
Description:	The project aims to support low carbon renewable energy development in North Wales. The project will – (1) Work in partnership with private sector energy developers to increase generation capacity (2) Work With SPEN and National Grid to remove barriers to investment (3) Deliver 4 pilot projects to support the long term decarbonisation of energy networks, including energy storage solutions (4) Establish a Regional Energy Hub with skills and capacity to work with partners						
Private Sector Buy in and co-investment:	Energy Scheme Developers – e.g. Minesto, Nova Technologies, Snowdonia Pump Storage, Innogy, Community Development groups Grid and Supply Partners – SP Energy Networks, National Grid Public Bodies – Local Authorities and Welsh Government Stalled Sites – Joint work to facilitate delivery of stalled consented sites across region						
Key Milestones	Activity						Date (using calendar year)
	Support for private sector renewable energy projects						2019 – 2022
	Deliver Local Energy Projects through the Energy Hub						2019-22
	Delivery of pilot projects on zero carbon transport, space heating, hydrogen networks						2020-22
	Establish Regional Energy Hub						2020
Risks	Description	Mitigation					
	Grid connection and capacity	Partnership with SPEN and National Grid					
	Complex legislative and regulation	Expertise developed within Regional Energy Hub and partners					
	Uncertainties over future income from renewable projects						
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£)
	Public	0	2.8	3	2	0	7.8
	Private	0	40	50	70	78	238
	Growth Deal	0	5	10	10	5	30
	TOTAL	0	47.8	63	82	83	275.8
Constraints	Strike price - national policies Grid connections Innovative technologies may prove unviable Availability and commitment to private funding						
Dependencies	Strong links to Transport Decarbonisation project Holyhead Port development National Grid and SP Energy Networks investment programmes Regional Energy Strategy						
Outcomes	Up to £238 million private sector investment 100 jobs 4 pilot project to scope future roll out of low carbon technologies 800 mw installed capacity for low carbon renewable energy						

Programme:	LOW CARBON ENERGY PROGRAMME						
Project:	Nuclear Energy Centre of Excellence (NECoE)						
Lead Sponsor:	Bangor University (BU)						
Total Cost:	£118.2m (incl. £20.5m enabling investment)			Growth Deal:	£21m		
Description:	<p>The economic opportunities for a Nuclear Energy Centre of Excellence sprang initially from proposals to build a new nuclear power station in Anglesey and the plans to develop SMR/AGR technologies relevant to Trawsfynydd. However, with active investment by Welsh Government, the clear direction of the UK government’s Nuclear Strategy and support from key commercial and agency players in the nuclear sector, the NECoE project has a direction, momentum and level of support all of its own. Consequently, all parties involved recognise that Horizon’s suspension in the construction of the Wylfa Newydd site does not influence the likely success of the NECoE project, allowing an even stronger focus on SME and AMR technologies, further facilitated by greater partnering with the Trawsfynydd Growth Deal project, and inclusion of the Centre for Enhanced Industrial Certification and Evaluation (ceICE) providing the ability to life-cycle test critical components involved in nuclear and other industries. NECoE will be well-placed for alternative development of Wylfa site for SMR/AMR. The recently established Nuclear Futures Institute in Bangor University funded through Sêr Cymru forms an integral part of the project offer as it introduces high quality academic capacity in nuclear engineering within Bangor University. One element of the project is to provide this group with the research infrastructure (laboratories and equipment) within the University to develop and expand R&D capacity in this important area. Together with attracting world leading academics and the proposals for a Thermal Hydraulic Facility at M-SParc this is a clear commitment by Bangor University, Imperial College London, Menai Science Park and their industry partners to bring transformational change to the economy of the region.</p> <p>The NECoE project will join other world-leading centres designed to transform the UK’s capability for innovation in specific areas and help drive future economic growth, ensuring North Wales is recognised as the best location in the UK for future nuclear investment. It will be a physical centre where the very best of the UK’s businesses, scientists and engineers work side by side on late-stage research and development in energy generation – transforming high potential ideas into new products and services to generate economic growth.</p>						
Private Sector Buy in and co-investment:	Wood/Amec Foster Wheeler will act as Champion for this development with close support for the project from the Nuclear AMRC and the UK Atomic Energy Authority. Other companies with clear interest in the development include Rolls Royce, Westinghouse, RWE and Horizon. TWI expects to act as champion for ceICE						
Key Milestones	Activity						Date
	GD announcement- project commissioning						2019
	THF development and build						2020-23
	Nuclear testing lab						2020-23
	Finalise build / testing						2024
	Operational (initiating research work)						2020
	Full equipped facility and operations						2024 (2023 – ceICE)
Risks	Description						Mitigation
	No development at Wylfa						Not wholly dependent – NECoE applications more generalised
	No SMR/ AGR development						Not wholly dependent – NECoE applications more generalised
	No THF investment						Not wholly dependent – NECoE applications more generalised
	UK anti –nuclear energy policy						Facility will have international profile
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£m)
	Public		17.1	19.65	26.45	12.5	75.7
	Private		1				1
	Growth Deal		4.813	6.812	5.313	4.062	21
	TOTAL		22.913	26.462	31.763	16.532	97.70

Constraints	Uncertainty regarding GD funding. Otherwise, project is ready to go with the project approved in principle within the University and with local planners. Partner funding is in place and specialist skills available to access / use the equipment given the establishment of NFI. A strength of the Bangor University GD bids is the valued added element arising from co-location of research facilities (e.g. shared Business Landing Space, shared service infrastructure etc.) however; this creates a dependency on the other projects progressing.			
Dependencies	Proposals at Trawsfynydd and Anglesey are now intimately linked alongside strong partnerships with the Nuclear AMRC and AMRI Wales. There are possible additional links to DSP and energy projects (e.g. Morlais)			
Outcomes	Access by Business	Number businesses co-located	Partnerships	Employment
	225*	46*	60*	150*

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ADVANCED MANUFACTURING PROGRAMME

Programme:	ADVANCED MANUFACTURING PROGRAMME						
Project:	Enterprise Engineering & Optics Centre (EEOC)						
Lead Sponsor:	Wrexham Glyndwr University (WGU)						
Total Cost:	£30.31m (incl. £0.48m WGU enabling investment)	Growth Deal:		£10m			
Description:	<p>WGU currently has engineering and optics technology facilities on its sites in St Asaph and Wrexham. Allied with genuine pre-existing high-level expertise in optics and photonics, microwave technology, hydrogen cell technology, advanced manufacturing (including composites) the Growth Deal investment presents a critically important development opportunity for the region to establish an international profile in these fields. The aim of this project is therefore to build on WGU’s renowned expertise in advanced manufacturing and optics to provide small and medium sized businesses in the region (and indeed, UK wide) with facilities, research and innovation and access to expert skills across these key sectors of advanced manufacturing and engineering. Growth Deal alongside significant partner funding will help deliver facilities in three core high value development areas: precision optical systems, and world leading surface metrology capabilities, microwave technology and composites and hydrogen cell development. WGU is engaged with other key University based centres (e.g. Sheffield, Bristol, Cardiff, Bangor etc.) with close links to the North Wales AMRC ensuring strong complementarity in the marketplace.</p>						
Private Sector Buy in and co-investment:	<p>Qinetiq is championing this investment closely supported through key private sector partners including Qioptic, BAe, MDBA Systems, Coveris, Cytec / Solvay, Gooch & Housego and Toyota, and with engagement with Sheffield University/AMRC/AMRI.</p> <p>Other engaged commercial partners include: Fifth Wheel, Unimaq, Brother Industries, Neva Aerospace, Wholebake Foods, KK Fine Foods, LoS, UPS2, Meadowvale Foods.</p>						
Key Milestones	Activity						Date (using calendar year)
	GD announcement- project commissioning						2019
	Build stage						2020-22
	Equipment purchases						2020-23
	Operational (initiating research work)						2020
	Full equipped facility and operations						2023
Risks	Description	Mitigation					
	Insufficient commercial interest	Unlikely – wide corporate support already in place					
	Inadequate integration with other technologies	Expertise in place to deliver					
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£m)
	Public	0	8.8	4.26	4.31	2.46	19.83
	Private	0	0	0	0	0	0
	Growth Deal	0	8.49	1.51	0	0	10
	TOTAL	0	17.29	5.77	4.31	2.46	29.83
Constraints	<p>Protracted GD deliberations and a series of unhelpful interjections regarding the relationship with the AMRC proposals. WGU is highly committed and motivated to develop the project which is complementary to the local offer in the field of optics, composite materials and hydrogen cell development and brings transformative value to the regional economy.</p>						
Dependencies	<p>Whilst this is a unique facility there are important interdependencies with AMRC, NECoE, Smart Local Energy Network Project, the Digital Connectivity project and the Transport Decarbonisation project.</p>						
Outcomes	Access by Business	PSI Leveraged	Partnerships		Employment		
	300	31.4M	55		145		

Programme:	ADVANCED MANUFACTURING PROGRAMME						
Project:	Centre of Environmental BIOTECHnology (CEB)						
Lead Sponsor:	Bangor University						
Total Cost:	£17.625m (incl. £1.625m enabling investment)	Growth Deal:		£3m			
Description:	<p>CEB aims to become a world-leading transformational Biotech facility working with leading international businesses in chemical synthesis, pharma, food, beverage and chemical engineering to commercialise the application of advanced enzyme science in modern manufacturing operations. This area is already a significant '<u>disruptive</u>' technology given its potential to replace high energy and polluting catalysts with low carbon green alternatives, hence the interest of major international players.</p> <p>Investment from the Growth Deal will dramatically up-scale the commercial impact of CEB by enabling it to evolve from Technology Readiness Levels (TRL) 1-3 to TRL 4-6, actively overcoming the transition between research laboratory and commercialisation often referred to as the "Valley of Death. In turn this leads to the prospect of commercial product development and industrial development and growth (TRL 7-9) facilitated by Growth Deal co-investment, previous investment in the BEACON biorefining project and the University's Bio-composites Centre, further augmented by the innovation pipeline provided by the M-SParc Science Park.</p> <p>Thus, CEB has the potential to generate significant inward investment to North Wales from major international corporates as well as the opportunity for SME growth from specialist spin-offs.</p>						
Private Sector Buy in and co-investment:	Bangor University is already working with major corporates in this field including Bayer AG, Unilever, Novozymes and Evoxx GmbH. The lead private sector sponsor for this investment is James Findlay Ltd of Buckingham Gate, Westminster, an international beverage company with a business footprint on every continent. The sector Champion will be their Group Innovation Director, Dr Wolfgang Tosch.						
Key Milestones	Activity	Date (using calendar year)					
	GD announcement- project commissioning	2019					
	Build stage	2020-23					
	Equipment purchases	2021-22					
	Operational (including research work)	2022					
	Full equipped facility and operations	2023					
Risks	Description	Mitigation					
	Lack of funding (e.g. GD)	Explore publicly available contracts / funding					
	Lack of private sector support	Exploit current links with networks (e.g. CLIB2021)					
	Specialised skills deficit	Early engagement with key partners					
	IP conflicts	Early legal specialist advice to set up systems					
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£)
	Public	1.9	2.2	3.6	3.5	1.8	13
	Private	0	0	0	0	0	0
	Growth Deal		1.5	1.5			3
	TOTAL	1.9	3.7	5.1	3.5	1.8	16
Constraints	Uncertainty regarding GD funding. The project is ready to go with the project approved in principle within the University and with the local planners. Partner funding is in place and specialist skills available to access / use the equipment via the staffing of the WEFO funded ERDF CEB project which more research capacity focussed.						
Dependencies	Maintaining close relationship with key private sector partners will be very important for this project. A strength of the Bangor University GD bids is the valued added element arising from co-location of research facilities (e.g. shared Business Landing Space, shared services infrastructure etc.) however; this creates a dependency on the other projects progressing. Links with AMRI Wales, Digital Connectivity project and The Llysfasi Carbon Neutral Farm / Glynllifon would seem important and potentially beneficial to all parties.						

Outcomes	Access by Business	Number of businesses co-located	Additional highly skilled graduates	Employment
	120*	tbc	22	48

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LAND-BASED INDUSTRIES AND TOURISM

Programme:	LAND-BASED AND TOURISM					
Project:	Glynllifon Rural Economy Hub					
Lead Sponsor:	Grŵp Llandrillo Menai (GLLM)					
Total Cost:	£13m	Growth Deal:	£10m			
Description:	<p>The Glynllifon Rural Economy Hub (REH) will be a regional centre of excellence supporting rural enterprises with the specialist space, knowledge and tools to enable them to reach their productive potential. Customers will include pre-start-ups, start-ups and growing SMEs primarily in the Food and Drink Sector. The Hub will work closely with GLLMs current Food Technology Centre at Llangefni (part of Food Innovation Wales) and will be part of Gwynedd Council's Arloesi Gwynedd strategy and plan. The Hub expects to work with companies across North Wales with links to Llangefni and Wrexham Food Park. The Hub will comprise three facilities:</p> <ul style="list-style-type: none"> • Knowledge Centre – which is centred on creating a pool of “know-how” and practical experience to support innovation and enterprise growth in the region. • Food Enterprise Park – including incubator space for start-ups and flexible food grade units designed to attract growing SMEs. • Demonstration space – which will stimulate research and innovation in rural development across all sectors, e.g. sustainable energy, robotics and telecommunications. 					
Private Sector Buy in and co-investment:	<p>The Welsh Government's Food and Drink Strategy Board (made up of key private sector companies) strongly support these proposals. There is significant evidence across a number of small / start-up businesses in the Food and Drink sector of support for this development with a clear desire to invest in rental space once open (projected £800k over the first five years of operation).</p> <p>Private sector support include Halen Môn, Castell Gwyn Artisan Cheese, Matt and Ben's Proper Fudge, The Cake Crew and Horizon Nuclear Power.</p>					
Key Milestones	Activity	Date (calendar years)				
	Growth Deal award	Q2 2019				
	Professional Team appointed All permissions in place	Q2 – Q4 2019				
	Building spec and contract award	Q1 2020				
	Actual build	Q2 2020 – Q2 2021				
	Fit-out	Q3 2021				
	Operational	Q3 2021				
Risks	Description	Mitigation				
	Project is dependent on gaining all planning/ technical permissions	Ongoing dialogue with local planners etc.				
	Loss of public sector partners	Ongoing dialogue with partners				
	Submitted tender prices	Ongoing overview and mitigation				
Financial Profile		BUILD & DEVELOPMENT (Financial Years)			OPERATIONAL PHASE	
		2020/21	2021/22	2022/23	TOTAL	2022/23 – 2027/28
	Public	1	1	1	3	0
	Private	0	0	0		0.8
	Growth Deal	0.5	4.75	4.75	10	0
	TOTAL	1.5	5.75	5.75	13	0
Constraints	This development is dependent on securing permissions from bodies such as Gwynedd Planning Department, Gwynedd Highways Department, CADW etc.).					
Dependencies	There are important interdependencies between REH and proposals at Coleg Llysfasi , Smart Local Energy Network Project, CEB, Digital Connectivity Project					
Outcomes	Access by Business	Number businesses co-located	Employment during Build Phase	Employment when Operational		
	200	20	91	80		

Programme:	LAND BASED INDUSTRIES AND TOURISM						
Project:	Renewable Energy & Digital Precision Technology centre						
Lead Sponsor:	Coleg Cambria						
Total Cost:	£20m	Growth Deal:		£10m			
Description:	To create a centre of excellence in renewable energy technologies that will act as an innovation demonstrator platform and test bed for new and existing renewable low carbon technologies. This will facilitate growth in the commercial Agricultural sector in North Wales and wider regions through the efficient use of digital precision, in primary food production. It will improve sustained growth, employment and business profitability, with increased resilience of the sector and communities. In addition, it will enable Welsh businesses to compete in a global marketplace post Brexit. The centre will enable this to happen by assisting to provide a dynamic workforce for the rural and wider community to ensure the delivery of carbon reduction primary agriculture food production.						
Private Sector Buy in and co-investment:	Kubota UK, Tilhill Forestry, LEAF, The Greener group, AGCO, Emyr Evans, fre Energy, Class UK, ABP Food Group						
Key Milestones	Activity			Date (using calendar year)			
	Award of funding			2020			
	Contractor mobilisation and site set up			2020			
	Construction phase completed			2021			
	Site handover			2021			
Risks	Description		Mitigation				
	Project drift		Roles and responsibilities for developing, implementing and monitoring the strategy.				
	Project goes over time		Detailed project plan. Routine monitoring of project. Performance targets in contract.				
	Loss of private sector partners		Continued engagement with partners.				
	Project goes over price		Procurement through Construction Framework and fixed price contract.				
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£)
	Public	0	2	3	0	0	5
	Private	0	0	3	2	0	5
	Growth Deal	0	4	6	0	0	10
	TOTAL	0	6	12	2	0	20
Constraints	Confirmation of funding. Project aligned to funding timescales and draw down of funding in 2020 onwards achievable.						
Dependencies	No material dependencies which would impact on success of project. Project supports and complements other parts of NWGD which include: Digital project, Smart Local Energy Network project and Glynllifon project.						
Outcomes	<ul style="list-style-type: none"> Renewable energy projects - target of 40 projects Knowledge transfer - target of 500 businesses/ communities Commercial innovation renewable & digital precision farming - 20 projects Economic rural diversification - target 300 rural businesses Deliver a leading resource in North Wales. Promote careers and bring new jobs to North Wales Training, skills & development for employment - target 3,000 learners 						

Programme:	LAND BASED INDUSTRIES AND TOURISM						
Project:	Tourism and Hospitality Centre of Excellence						
Lead Sponsor:	Grŵp Llandrillo Menai – Coleg Llandrillo						
Total Cost:	£16.250m	Growth Deal:		£10m			
Description:	The Tourism & Hospitality Centre of Excellence will provide targeted skills development, product research and business support to grow the sector across North Wales. Designed in partnership with the private sector, delivery will create a pipeline of talent and a range of innovative businesses to grow the value and contribution of the hospitality and tourism sector in North Wales. Industry buy-in and ownership has been central in project design, which has led to significant private sector investment support. The ambition is to position North Wales as an anchor and centre of excellence for the development of tourism and hospitality in Wales and the wider UK. A hub and spoke model will centre on a new purpose-built Tourism & Hospitality Centre of Excellence at Coleg Llandrillo in Rhos-on-Sea (the hub), connected to a number of strategic facilities coordinated by tourism and hospitality businesses across North Wales (the spokes). The project will be industry-driven and complement and support other provision across North Wales.						
Private Sector Buy in and co-investment:	The project has been shaped by the needs identified by private sector partners. The tourism and hospitality sector is experiencing significant growth yet continuing this growth in North Wales is dependent on the supply of a talented and skilled workforce. A number of private sector partners will champion the project including ZipWorld and Surf Snowdonia, who together with other businesses, will invest and support the project.						
Key Milestones	Activity						Date (using calendar year)
	GD award						2019
	Full Business Plan and Project Specification						2019
	Build Spec and contract award – the hub						2019/20
	Actual build						2020/22
	First Phase Spoke facilities developed						2020/22
	Operational – live						2022/23
Risks	Description	Mitigation					
	Bureaucratic delays with GD	NWEAB dependent					
	Loss of private sector partners	Industry-led with Project Board to oversee design and delivery					
	Cost Plan is inaccurate	Full Business Plan. Cost Consultants will be appointed as part of the Design Team					
	Failure to achieve NWEAB growth milestones / outputs	Effective monitoring systems will be established					
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£)
	Public	0	3	2	0	0	5
	Private	0	0.375	0.375	0.5	0	1.25
	Growth Deal	0	4.937	3.063	2	0	10
	TOTAL	0	8.312	5.438	2.5	0	16.25
Constraints	Uncertainty regarding GD funding. Full Business and Operational Plan will mitigate any constraints. Hub site identified and private sector commitment confirmed.						
Dependencies	There are no interdependencies which are material to the success of the project. However, there are important interdependencies with other parts of the NWGD which include the Digital Strategy, Holyhead Gateway and Transport.						
Outcomes	<ul style="list-style-type: none"> • 100 new tourism and hospitality apprentices in first two years of operation • New Centre of Excellence and 10 regional industry-owned training facilities • 500 sq.m. commercial space • 40 tourism and hospitality businesses support and innovation sessions 						

LAND AND PROPERTY PROGRAMME

Programme:	LAND AND PROPERTY PROGRAMME						
Project:	Regional Land and Property Joint Venture						
Lead Sponsor:	NWEAB						
Total Cost:	£327.5 million	Growth Deal:			£72.5 million		
Description:	<p>To establish a Joint Venture (JV) between the NWEAB and Welsh Government to increase the supply and delivery of sites, premises and housing in North Wales.</p> <p>The JV will provide support for site and property development across the region – directly benefiting private sector occupiers who otherwise would not be able to invest.</p> <p>Support will be provided to increase the housing completion rate across the region, in partnership with RSL, and private sector developers.</p>						
Private Sector Buy in and co-investment:	<p>Private Sector End User investors – e.g. Money Penny, Workz Group, GLI</p> <p>Private Sector Developers – Barwood Land & Property, RSL Partnership, Jones Bros Finance – Joint work with Development Bank and RSL Partnership</p> <p>Tourism – funding through JV to support tourism developments</p>						
Key Milestones	Activity						Date
	Establish Joint Venture						2019
	Wrexham, Bodelwyddan and Bryn Cegin – site development						2019-21
	SME House builder support						2019-22
	RSL and major developer site development						2019-22
	Tourism projects supported						2019-22
Risks	Description	Mitigation					
	Individual Site appraisals necessary	Commercial Development Appraisal methodologies used					
	Impact of Brexit on major investment decisions.	Major investment opportunities and regional development approach					
Financial Profile		2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL (£)
	Public	5	10	10	10	10	45
	Private		30	40	50	90	210
	Growth Deal	10	25	20	10	7.5	72.5
	TOTAL	15	65	70	70	107.5	327.50
Constraints	<ul style="list-style-type: none"> • Demand from end users • Limited funding available to meet demand • Complex land ownership and infrastructure requirements on some sites 						
Dependencies	<ul style="list-style-type: none"> • Key support tool for most private sector investments in the region • Key outcome for devolved joint work regionally • RSL partnership and Development Bank key partners • The programme will work with existing Welsh Government and EU funded projects 						
Outcomes	<ul style="list-style-type: none"> • Joint venture established • First phase sites developed and occupied • 20k m2 floor space; 30 Ha land provided, scope for up to 1875 jobs; potential for £210 million direct and indirect private investment; support for up to 12 k homes, tourism development projects supported 						

Programme:	LAND AND PROPERTY PROGRAMME						
Project:	Holyhead Gateway						
Lead Sponsor:	NWEAB						
Total Cost:	£80m	Growth Deal:		£35m			
Description:	The project aims to future proof the port of Holyhead by providing new deep water heavy loading and cruise facilities, improved vehicular access, guaranteeing the future of the breakwater and providing for the demands of regional energy projects. It includes reclamation to deliver up to 24 acres.						
Private Sector Buy in and co-investment:	The promoters of the scheme, Stena Line, will invest £45m in the development.						
Key Milestones	Activity					Date (using calendar year)	
	Sign off final scheme and business plan					Q1 2019	
	Start of preparatory capital works					Q2 2019	
	Anticipated approval of Harbour Revision Order					Q3 2019	
	Completion of project					Q4 2020	
Risks	Description			Mitigation			
	Insufficient business to justify investment			Bring forward investment in partnership to reduce risk			
	Postponement of Wylfa project resulting in reduced demand for services			Capacity still required for other energy projects and potential SMR developments			
	BREXIT effects			Although unknown at present, provision is being made for more space for processing ro-ro traffic			
	Breakwater			Deterioration addressed in remediation proposals			
	Lack of purpose built deep water berths affects business			Proposals meet the demands of the cruise lines and for heavy loading/unloading			
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£)
	Public	0	0	0	0	0	0
	Private	0	40.5	4.5	0	0	45
	Growth Deal	0	31.5	3.5	0	0	35
	TOTAL	0	72	8	0	0	80
Constraints	Long term viability of the Breakwater; availability of space for the necessary developments; access; lack of purpose built facilities for the offshore energy industry						
Dependencies	Commercial income from Morlais and other energy projects. Improved connectivity as a result of the Digital Connectivity project will make a major impact upon the port's ability to process traffic in an effective manner. The port may have a role in relation to developments at Trawsfynydd and revised proposals for Wylfa						
Outcomes	1250 direct jobs created in the port, 700 indirect and induced jobs, 1500 jobs supported by new cruise ship expenditure. 24 acres of new/improved port facilities together with new and improved commercial floorspace						

DIGITAL PROGRAMME

Programme:	DIGITAL PROGRAMME								
Project:	Digital Connectivity								
Lead Sponsor:	NWEAB								
Total Cost:	£34.4 million	Growth Deal:			£34 million				
Description:	<p>Step change in digital connectivity across the region delivered through four key themes:</p> <ul style="list-style-type: none"> • Full Fibre at Key economic sites – range of affordable fibre broadband to business parks and industrial estates • Connected Campuses – leading edge fibre and radio connectivity at selected sites • Connected Corridors – contiguous LPWAN gateways providing real time tracking of logistics • Last few % - providing a minimum of superfast broadband (30Mbps) to 99% of premises 								
Private Sector Buy in and co-investment:	<p>Opportunities for network operator investment are being discussed. Current expectation is that main source of private sector co-investment will be in the form of local access networks built around backhaul supported by Growth Deal funded passive infrastructure. Proposed co-investment will be consistent with the TDIC model.</p> <p>Private sector support include Virgin Media, Fibrespeed, Openreach.</p>								
Key Milestones	Activity	Date (using calendar year)							
	GD award	2019							
	Building spec and contract awards	2019/20							
	Build	2020/22							
	Operational – live on stream	2022/23							
Risks	Description	Mitigation							
	Failure to commercialise infrastructure	Exploitation of passive infrastructure is undertaken via DCMS backed Digital Infrastructure Cooperative							
	Uptake of new connectivity options is not widely adopted by SMEs	Demand stimulation work is undertaken in advance of and during builds							
	State aid challenges	Delivery is through either MEIP/OP or pre-approved state aid mechanism							
	Regional capacity to deliver at scale is insufficient	Evaluation of resource requirements is undertaken in advance.							
Financial Profile		2019 /20	2020 /21	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26	TOTAL (£m)
	Public	0	0	0	0	0	0	0	0
	Private	0	0	0.023	0.109	0.238	0.041	0	0.411
	Growth Deal	0	1.051	2.573	9.720	7.898	4.577	8.201	34
	TOTAL	0	1.051	2.596	9.829	8.136	4.598	8.201	34.411
Constraints	<p>Network commercial activity</p> <p>DCMS programmes</p> <p>Market demand</p>								
Dependencies	Regional Land and Property; Smart Local Energy								
Outcomes	<p>Gigabit capable premises coverage increase</p> <p>Wholesale infrastructure competition</p>								

Programme:	DIGITAL PROGRAMME						
Project:	Digital Signalling Processing (DSP) Centre						
Lead Sponsor:	Bangor University (BU) – Optical Communications Research Group (OCRG)						
Total Cost:	£8.456m (incl £1.184m BU enabling investment)				Growth Deal:	£3m	
Description:	<p>Optical Communications Research Group (OCRG) is a world renowned BU research division. Its focus is the 5G digital signalling and communications sector. 5G allows large amounts of data to be processed, and DSP intends to address strategic industrial challenges within 5G and 5G ecosystems, including the reduction of energy used by Smart Devices ('Internet of Things'), based on real-time optical experimental demonstrations. Growth Deal (GD) investment will complement significant private sector, BU and WEFO investment into a leading research facility in North Wales, allowing DSP to work intensively with the private sector. GD will fund technical kit / apparatus which will be exploited commercially by technical staff at the OCRG and wider afield. <i>This project is a key element in the wider innovation ecosystem that NW Growth Deal investment facilitates.</i></p>						
Private Sector Buy in and co-investment:	<p>This project has been developed in response to the need identified by the private sector for a world leading research facility within North Wales. BT have been identified as the private sector champion contributor for the project, along with other companies including Fujitsu, Huawei and TWI expected to invest and support this project.</p>						
Key Milestones	Activity				Date		
	GD award				2019		
	Building spec and contract award				2019/20		
	Actual build				2020/22		
	Tech Purchases				2020/23		
	Operational – live on stream				2022/23		
Risks	Description			Mitigation			
	Bureaucratic delays with GD			NWEAB dependent			
	Loss of private sector partners			Maintain ongoing dialogue with partners			
	Insufficient highly skilled personnel available			The investment is itself a mitigation factor			
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£)
	Public	0	1.855	1.23	0.020	0.020	3.125
	Private	0	0.688	0.459	0	0	1.147
	Growth Deal	0	1.75	1	0.25	0	3
	TOTAL	0	4.293	2.689	0.27	0.02	7.272
Constraints	<p>Uncertainty regarding GD funding. Otherwise project is ready to go with all internal approvals, planning approvals and partner funding in place and specialist skills available to access / use the equipment.</p>						
Dependencies	<p>None which are material to the success of the project. However there are important interdependencies with other parts of the NWGD which include the NCoE / ICE, the Digital Strategy , Trawsfynydd Nuclear Power Station and the Smart Local Energy Network</p>						
Outcomes	Access by Business	Number businesses co-located		Partnerships		Employment	
	45*	10*		20*		160*	

STRATEGIC TRANSPORT PROGRAMME

Programme:	STRATEGIC TRANSPORT						
Project:	Regional Transport Decarbonisation						
Lead Sponsor:	Regional Transport Body						
Total Cost:	£71 million	Growth Deal:			£12.5 million		
Description:	<p>The project will support the change from carbon based fuelled vehicles as the main mode of transport to alternative low and zero carbon transport across north Wales. It is proposed to develop projects that will see capability for the use of electric and low carbon vehicles to be used region wide. Electric charging points and specific low carbon routes will support users who choose low carbon technologies and support a cleaner environment.</p> <p>Three pilot projects for zero carbon emission transport networks will be delivered at Deeside, Holyhead Port and Snowdonia National Park</p>						
Private Sector Buy in and co-investment:	<p>SP Energy Networks have secured £8.5 million for a project to deliver an EV Charging Strategy.</p> <p>The Snowdonia project supports improved access to adventure tourism through the use of sustainable transport</p> <p>The project will be delivered in partnership with the roll out of the Welsh Government funded North Wales Metro</p>						
Key Milestones	Activity						Date (using calendar year)
	Feasibility into 3 demonstration projects						2019
	EV Charging Strategy for N Wales						2019-21
	Delivery of pilot projects						2020-22
	Evaluation and full implementation plan						2022
Risks	Description	Mitigation					
	Skills capacity	Develop regional team approach					
	Technology	Pilots based on emerging examples					
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£)
	Public	0	10	15	15	10	50
	Private	0	1	3	3	1.5	8.5
	Growth Deal	0	2	4	4	2.5	12.5
	TOTAL	0	13	22	22	14	71
Constraints	<p>Electricity grid capacity</p> <p>Emerging technology could lead to wrong option selection</p> <p>Operating costs of new advanced technologies will need building into the WG Bus Review work</p>						
Dependencies	<p>Strong links to Smart Access to Energy Project</p> <p>Access for tourism</p> <p>Improved accessibility to major employment sites and Holyhead Port</p> <p>Links with cross-border Hydrogen Network projects</p>						
Outcomes	<p>Project delivered, for low carbon emission transport networks</p> <p>Evaluation and implementation strategy post project</p> <p>75 jobs in transport networks supported</p> <p>Reduction in carbon emissions</p>						

SECTION 9 – SYNERGIES AND INTER-DEPENDENCIES

There are a number of inter-dependencies' between a number of projects:

Page 100

	Trawsfynydd Power Station Project	Morlais Project	Smart Local Energy Network Project	Nuclear Energy Centre of Excellence	Enterprise Engineering & Optics Centre	Centre of Environmental BIOTECHnology	Glynllifon Rural Economy Hub Project	The Llysfasi Carbon Neutral Farm	North Wales Tourism and Hospitality Centre of Excellence Project	Regional Land and Property Joint Venture	Holyhead Gateway Project	Skills Information and Advice Gateway	North Wales Digital Connectivity Project	Digital Signal Processing Centre Project	Regional Transport Decarbonisation
Trawsfynydd Power Station Project	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Morlais Project	✓	-	✓			✓				✓	✓	✓	✓		✓
Smart Local Energy Network Project	✓	✓	-		✓		✓	✓			✓	✓	✓	✓	✓
Nuclear Energy Centre of Excellence	✓			-		✓						✓	✓	✓	
Enterprise Engineering & Optics Centre	✓		✓		-	✓						✓	✓	✓	
Centre of Environmental BIOTECHnology and Industrial Accreditation Centre	✓	✓		✓	✓	-	✓	✓				✓		✓	
Glynllifon Rural Economy Hub Project	✓		✓			✓	-	✓					✓		
The Llysfasi Carbon Neutral Farm	✓		✓			✓	✓	-					✓		
North Wales Tourism and Hospitality Centre of Excellence Project	✓								-		✓		✓		✓
Regional Land and Property Joint Venture	✓	✓								-	✓		✓		✓
Holyhead Gateway Project	✓	✓	✓						✓	✓	-	✓	✓	✓	✓
Skills Information and Advice Gateway	✓	✓	✓	✓	✓	✓					✓	-			
North Wales Digital Connectivity Project	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓		-	✓	✓
Digital Signal Processing Centre Project	✓		✓	✓	✓	✓					✓		✓	-	✓
Regional Transport Decarbonisation	✓	✓	✓						✓	✓	✓		✓	✓	-

SECTION 10 – EMPOWERING THE REGION

Through the Growth Deal process, the region will be given more capacity and flexibilities to make key decisions at the regional level.

Since 2010, City Growth and Devolution Deals have shifted power, as well as funding, to local areas, to enable them to take strategic decisions about local priorities. Collectively, these bespoke deals have enabled places to develop long-term plans, strengthen local partnership and have more powers to create the right conditions for growth.

The region will need additional new powers and responsibilities to be effective in facilitating economic growth and delivering its own strategy with confidence. These are additional asks beyond the Growth Deal process:

Devolved Powers	From UKG/WG
The Region invites the Welsh Government to support the formation of a Regional Transport Body and fund the delivery of a well-planned and integrated Transport network. Additional powers will be needed to enable the planning of integrated passenger Transport networks.	WG
The region will depend on the Welsh Government to commit to a devolved and co-ordinated approach to economic development at the regional level – enabling the co-location of key levers and assistance for businesses within the Regional Business Network . The Network will pool resources from across the region and will deliver a consistent approach to economic and business development.	WG
The region invites the UK Government to co-commission and co-design Employment Programmes within the region to achieve a more integrated, joined-up service. This will depend on flexibilities being allowed from both the Welsh Government and the Department of Work and Pensions (DWP) to integrate funding programmes for the region to be most effective in taking people off benefits and into work.	UKG

The region will also require the support of the Welsh and UK Governments to deliver the following:

KEY ASKS	Gov.
The region invites the UK Government to commit to making the Trawsfynydd site available to first of a kind Small Modular Reactor and transfer the Trawsfynydd site under favourable terms to a suitable Small Modular Reactor developer.	UK
The region will request the support and commitment of the Welsh Government to retain our share of NNDR from Growth Deal project.	WG
The region will require support from the UK Government’s Sector Deal Programme to support the delivery of our Growth Vision. We will focus on particular opportunities stemming from the Aerospace Sector Deal, Nuclear Sector Deal, Construction Sector Deal Programme.	UK
The region will request Side Deals with Welsh Government to deliver activity that support the Growth Deal, in particular the Skills Agenda. We invite the WG and UK Government to work in partnership with regional partners to develop a Brokerage Service for the region.	WG
Welsh Government to agree for an area within the North Wales Region to be an early adopter for the implementation of the Welsh Government Employment Advice Gateway (now Work Advice Wales) and provide resources, funding and other support accordingly.	WG
The region requests the Welsh Government to establish a Joint Venture with the North Wales Economic Ambition Board to deliver a pipeline of development land and property across North Wales.	WG
The region requests the commitment from the UK Government and the Welsh Government to a rolling programme of Growth Deals for North Wales.	UKG & WG

SECTION 11 – SKILLS & EMPLOYMENT

SIDE DEAL AND IMPLEMENTATION PROPOSALS

In addition to the Growth Deal, we will propose a “side deal” with Welsh Government to take forward the Skills and Employment Programme for North Wales. The key project within the programme is the Information and Advice Gateway project.

An outline business case has been prepared for the Information and Advice Gateway project which includes 4 key activities:

- Increased **employer engagement** in the region;
- Provision of a **Brokerage Service** for the region;
- Be engaged in the development of Welsh Government’s **Work Advice Wales** in the region;
- Co-develop with Welsh Government the use of an **Adult Bursary Scheme** in the region.

In addition, the “side deal” would also promote, enhance and co-ordinate the STEM provision for pupils aged between 4-18 years of age, hence making young school and college learners more employable for business in North Wales.

To support the implementation, the outline business case highlighted non-financial asks of Governments, which included:

- Welsh Government to agree for an area within the North Wales Region to be an early adopter for the implementation of the **Welsh Government Employment Advice Gateway (now Work Advice Wales)** and provide resources, funding and other support accordingly;
- For Welsh Government and UK Government to work closely with the North Wales Growth Deal, including ensuring that the Working Wales National programme, the work of Careers Wales and DWP align with and support the **Regional Employability Pathway Framework** approach in North Wales;
- For Welsh Government and UK Government to work in partnership with regional partners to develop a **Brokerage Service** for North Wales.

As it is revenue funding being sought, which falls outside the direct capital ask of the Growth Deal, further discussions with UK and Welsh Governments are taking place with regard to negotiating a side deal to facilitate implementation.

The latest position statement with regard to implementation and costing/funding for each of the 4 key activities is detailed below:

1. INCREASE EMPLOYER ENGAGEMENT IN THE REGION

The aim is to increase Employer Engagement in the region with a view to:

- Identifying future employment opportunities;
- Enhancing knowledge about skills development requirements, to feed into curriculum development and influence post 16 education;
- Stimulating and promoting apprenticeships and work experience opportunities;

- This can be achieved through more co-ordinated communications and knowledge sharing between stakeholders via the Regional Skills Partnership. This element of the project needs to link directly with the work of the Business Growth Hub.

Latest development and new implementation proposals

Impartial employer engagement in relation to the issues highlighted, is being incorporated within the scope of the development of the Business Growth Hub project, which is being co-developed between the NWEAB and Welsh Government.

The ask is for a Regional Gateway Co-ordinator post what will play a conduit between the Regional Skills Partnership needs/ demands and the Business Growth Hub delivery activity.

Funding is required as part of a Side Deal for **Regional Gateway Co-ordinator post** (on-costs and sundries) - £60k per annum (please note the post holder will work across all 4 key activities).

2. PROVIDE A BROKERAGE SERVICE FOR SKILLS DEVELOPMENT AND RECRUITMENT

The aim is to provide a Brokerage Service for skills development and recruitment for major projects in the region. The brokerage's activities will match people's skills and experiences to vacancies thereby acting as a bridge to support unemployed clients into sustainable employment by working closely with the clients and employers.

It will build on the successful brokerage partnership for North Wales Prison, partly through seeking to influence DWP resources made available for the activity over the next 5 years, so they can act as lead agency through the utilisation of WG Work Advice Wales.

Latest development and new implementation proposals

The proposal is being developed with colleagues in the DWP regarding the likely demand for brokerage services in the region for the coming 5 years, incorporating Growth Deal projects and how they may be resourced from within the service.

Depending on the size of the demand predicted, there may be scope to seek investment for an 'electronic portal' to more effectively manage the brokerage activity and provide evaluation information for the region. Such portals exist and are used elsewhere, for example by Build London. **This approach would require upfront investment and incur a license fee costs, which would not be funded by DWP – costs tbc.**

Work to develop the proposal is currently ongoing and expected to be completed by the end of March 2019.

3. DEVELOPMENT OF WORK ADVICE WALES

The aim is to be at the forefront of the development of Welsh Government's Work Advice Wales which is a key delivery element of Welsh Government's Employability Plan.

In order to deliver the *Information & Advice Gateway* and *Employability Pathway* elements of the North Wales Growth Vision, the Regional Skills Partnership (RSP), Careers Wales and Welsh Government have agreed the need to establish a North Wales Advisory Group to facilitate partnership working.

With the launch of both Work Advice Wales and Working Wales in 2019, the alignment of support providers and streamlining of referral processes is paramount.

Latest development and new implementation proposals

The Regional Skills Partnership is actively involved in the development and roll-out of Work Advice Wales (WAW) through the establishment of the North Wales Advisory Group.

By establishing a North Wales Advisory Group, nominated members from key stakeholders can work together to develop and trial “joined up working” across the region in order to align Work Advice Wales with other support provision, avoid duplication and add value for the client.

In order to meet these aims, the following objectives have been identified for the Advisory Group (By June 1st 2019):

- Align resources in the region with Work Advice Wales (WAW) to avoid duplication, add value and broker support on the ground locally to ensure local needs are met;
- Agree communications for the WAW official launch (tbc);
- Explore expanding the 5 tier model to all ages, starting with 18-24 year olds in the first instance;
- Test out the WAW guidance assessment outcomes to check validity;
- Establish and test referral systems to and from WAW;
- Explore populating and using the new WAW Provision Directory to highlight gaps in provision locally;
- Highlight any additional processes required for data sharing in accordance with GDPR.

Welsh Government and Careers Wales are funding a full time Stakeholder Manager to support the implementation of WAW in North Wales, working closely with the Regional Skills Partnership.

4. CO-DEVELOP THE USE OF AN ADULT BURSARY SCHEME

The aim was to co-develop the use of an Adult Bursary Scheme for North Wales. The bursary would help to boost individual’s investment in learning, address skills shortages in key sectors and promote career progression for those individuals.

Latest development and new implementation proposals

Welsh Government are currently developing a scheme for Personal Learning Accounts (PLA), which has the same ethos as the Adult Bursary.

Early conversations have taken place between North Wales Regional Skills Partnership and Welsh Government Employability Programmes team about how North Wales can be engaged with an influence in this process, including:

- how to influence the pre-determined list of sectors, skills and qualifications;
- How to secure a pilot in North Wales, potentially planned for September 2019.

It is important that these shared conversations continue so the region can provide information and support to positively influence the development to meet the region’s needs.

As noted above, the “side deal” would also include the enhancement and co-ordination of STEM activities across North Wales. This approach would:

- Ensure that all North Wales learners benefited from STEM enhancement (from employers and other bodies) that enriches their school studies and that enthuses young learners to follow STEM related courses and potentially careers;
- Seek a “STEM Assured” or similar accreditation for the provision across the region to ensure that current employers can attract the number of applicants for employment with the suitable skills, knowledge and enthusiasm;
- Set North Wales apart, and above, other regions in the UK when employers considering inward investment are looking for a suitable future workforce.

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SECTION 12 – GOVERNANCE

INTRODUCTION

The partners in the region are committed to establish robust decision-making and financial management processes. **These have been captured in a first-stage Governance Agreement that was approved by all partners in June and July 2018.**

GOVERNANCE AGREEMENT (1 & 2)

The Governance Agreement 1 has been developed as the legal framework for establishing the North Wales Economic Ambition Board as a Joint-Committee.

The Governance model is restricted under the Local Government Act of 1974 and is not ideally suited for how the Board wishes to operate. For example, non-local authority partners cannot be voting members of an Executive Joint-Committee. However, the model is the best one available under current legislation, and there is full commitment to engage with key partners and work in an inclusive way. This is reflected in the arrangements of the Board to seek to achieve a consensus before any proposal is taken to the vote.

Overall, the Governance Agreement establishes the following principles:

- The establishment of a Joint-Committee of the six North Wales Local Authorities;
- The areas of delegation for the Joint-Committee (which focus on the management of the Growth Deal);
- The establishment of Gwynedd Council as the Accountable Body;
- Financial principles for the Joint-Committee;
- The matters reserved to individual Councils;
- The role of key partners in the region who will have Advisor status on the Joint-Committee.

It is intended, however, that the aim would be to achieve consensus before any proposal is taken to the vote.

The Governance Agreement (GA) also establishes that the Joint-Committee will establish a series of Sub-Committees to support its work. The Transport and Digital Sub Committees will be established as a priority.

In approving the GA, all the 6 Local Authorities delegated responsibility for overseeing the implementation of the Growth Deal to the Joint-Committee with identified “reserved matters” being brought back to individual Partners for approval.

A joint scrutiny panel may be established at a regional level to provide additional accountability with representation from each individual Council.

Individual Council’s Scrutiny Committees would also remain a vital source of advice and challenge relating to each Council’s participation in the North Wales Economic Ambition Board.

Over the coming months we will progress to Governance Agreement 2 (GA2) which will provide greater detail and incorporate the Heads of Terms Agreement with both Governments. It will develop the current governance model to meet the needs of the implementation phase of the project.

The North Wales Economic Ambition Board will set out an overarching 5 year Governance Agreement 2 Business Plan that, amongst other matters, shall set out the objective and priorities for the delivery of the Growth Deal.

It is intended that the GA2 Business Plan will be updated annually.

The GA2 Business Plan shall, amongst other matters, address the following:

- The overall costs and investment by each Party over the term of the Growth Deal;
- The methodology for agreeing the nature, scope and prioritisation of projects to be developed for the overall benefit of the North Wales Region (in accordance with the terms of the Implementation Plan);
- The methodology and responsibility for any external audits in relation to this Agreement;
- The methodology and responsibility of any performance monitoring along with any performance indicators to enable the Joint Committee to measure progress against the GA2 Business Plan; and
- Any revenue and capital monitoring reports to be prepared for the Joint Committee and the frequency of such reports.

THE ROLE OF THE NORTH WALES ECONOMIC AMBITION BOARD

The first stage Governance Agreement formalised the constitutional arrangements for the North Wales Economic Ambition Board.

This agreement defined the purpose of the Board as follows:

- To co-ordinate the planning and delivery of the Growth Vision, with an initial emphasis on the Growth Deal;
- To provide direction for key strategies in support of the above, In particular transport, skills and employment, economic development and land use planning;
- To unite partners around common purpose in support of the planning and delivery of the Growth Vision and the Growth Deal;
- To provide direction to any Sub-Committee that the Joint Committee chooses to appoint including the commissioning of specific tasks or projects;
- Proposing projects that could be undertaken as part of the Growth Deal;
- Deliberating on such projects to assess whether further due diligence is warranted and reaching agreement on the costs that should be incurred undertaking further appraisal work;
- Agreeing a pro-forma Implementation Plan that will set out the process for agreeing and prioritising projects that will be taken forward pursuant to the Growth Deal;
- Preparing a draft Business Plan in accordance with clause 7 (Business Plan);

- Overseeing and co-ordinating the discharge of the Council's preparatory obligations in relation to the Growth Deal;
- To take all necessary decisions to pursue the aims and objectives of the Growth Vision;
- To carry out the key functions set out in Schedule 2 (Joint Committee Terms of Reference) in the Governance Agreement.

THE ROLE OF THE BUSINESS DELIVERY GROUP

The Business Delivery Group will act as the voice of the business and employers in the region.

It will have a key role in challenging and advising the North Wales Economic Ambition Board on matters relating to the Growth Vision and Growth Deal.

The Group will articulate the needs of businesses in North Wales, highlighting the barriers to growth, as well as bringing forward ideas and proposals.

The Group is a key part of the Growth Deal governance apparatus and performs an important two-fold role:

- To ensure the voice and wishes of business shape and influence the Growth Vision for North Wales and the Growth Deal package and delivery;
- To ensure that opportunities galvanised and catalysed by the development of the Growth Deal can be accessed and led by businesses.

The Group is committed to optimising the opportunities within the Growth Deal, and promoting investment leverage from companies, enterprises and businesses.

Its membership will include representatives from the growth and foundations economic sectors across the region.

Its programme of work (which will be set out in an annual business plan) will demonstrate clearly the private sector opportunities stemming from the delivery of the Growth Vision and Growth Deal.

It will strengthen the profile of the business voice and input into the Growth Deal, in order that whilst it is politically-led, it is business and industry drive and delivered.

The Group will ensure that investment in growth is informed and shaped by business for business.

The Chair of the Group will be an advisory member of the North Wales Economic Ambition Board and will play a key role in providing leadership. The post of Chair will be advertised and publicly appointed.

The constitution and role of the Group within the governance of the Growth Deal and its inter-relationship with the Joint Committee will be encapsulated in Governance Agreement 2.

THE ROLE OF THE ACCOUNTABLE BODY

Gwynedd Council has been defined in the first stage Governance Agreement as the Accountable Body for the North Wales Economic Ambition Board and will be responsible for ensuring that funding decisions made by the Board are lawful and appropriate.

As the Accountable Body, overall financial arrangements are managed and accounted for through its financial systems and subject to the Standing Orders and Governance Systems of that body.

Funding allocated to the North Wales Economic Ambition Board through the Growth Deal will be paid to the Accountable Body.

The role of the Accountable Body will be to:

- Act diligently and in good faith in all its dealings with the other councils and it shall use its reasonable endeavours to discharge the councils' obligations in relation to the Growth Deal pursuant to and in accordance with the Governance Agreement and all applicable legislation;
- Act as a primary interface (on behalf of itself and the other councils) with the Welsh Government, the UK Government and the European Regional Development Fund and any other body necessary to discharge the councils' obligations in relation to the Growth Deal; and
- Act as the Accountable Body to hold any funds received directly from the Welsh Government, the UK Government, the Regional Development Fund, the councils and/or any other sources in relation to the Growth Deal and only to use and release such funds as agreed in accordance with the terms of such funding and this Agreement;
- Comply with the funding conditions as set out in Governance Agreement 1 and any subsequent Governance Agreement;
- Host the Programme Office and employ the Programme Office staff.

Resources to cover the costs of the Accountable Body role will be allocated among the partners of the North Wales Economic Ambition Board, and set out separately in the annual budget.

The contribution would be in addition to any capital contributions and cost of borrowing.

In taking on the role of Accountable Body, Gwynedd Council's Contract Standing Orders and Procurement Rules, Financial Procedure Rules and all other Policies and Procedures will be adopted by the North Wales Economic Ambition Board.

THE ROLE OF THE EXECUTIVE OFFICERS GROUP

An Executive Officers Group has been established under Governance Agreement 1 for the purpose of co-ordinating the development and delivery of the Growth Vision, including the Growth Deal.

It will provide support and advice to the North Wales Economic Ambition Board, and implement their decisions.

It will have no decision-making powers, but will offer recommendations to the North Wales Economic Ambition Board.

Each partner shall appoint a senior representative on the Executive Officers Group. Government Officials will be invited at its discretion. It will be led by the Programme Director for the North Wales Economic Ambition Board.

The Executive Officers Group will meet in advance of the meetings of the North Wales Economic Ambition Board and will be responsible for:

- Preparing recommendations to the North Wales Economic Ambition Board on the overall Growth Deal programme and individual projects;
- To provide advice and support to the Programme Director to enable him/her to undertake the functions of the post successfully;
- To oversee the performance and delivery of Growth Deal projects, reviewing progress against agreed milestone;
- To overseeing production of business cases and ensuring that all projects are developed accordance with the agreed package;
- Co-ordinate the work programme and advising on the strategic direction of the thematic Sub-Committee and Project Boards to drive forward delivery;
- Provide support to the Business Delivery Group;
- Ensure that the Growth Deal Implementation Plan and the monitoring and evaluation framework are updated according to operation need and annually as a minimum;
- To support the planning and co-ordination of a joined up economic development, transport, strategic land use planning, skills and business support service in the region.

The Executive Officers Group will empower the Project Boards (that will be established to co-ordinate the development and delivery of individual projects funded through the Growth Deal) to achieve progress and deliver outcomes. The Project Boards will identify risks and any necessary remedial action.

THE ROLE OF THE PROGRAMME OFFICE

In order to progress the development and delivery of the Growth Vision and Growth Deal, a Programme Office will be established.

The Programme Office is responsible for supporting the activities of the North Wales Economic Ambition Board and will also be responsible for progressing key elements of the Growth Deal.

We are committed as partners in the region to working collectively and cross-sector to provide leadership and achieve the delivery of the Growth Vision.

We are also committed to a Programme Office model that is flexible and agile in its design and operations, which can evolve over time, as the policy and financial landscape changes across the region in years to come.

The purpose of the Programme Office will be to provide executive support for the North Wales Economic Ambition Board and all parts of the governance structure – to deliver the Growth Vision and Growth Deal.

It will provide professional advice on strategy and policy for all functions of the Board, and its structure – e.g. economy, transport, strategic land use planning, skills and employment.

It will also support the Board to co-ordinate and oversee service integration to achieve a more joined-up approach across key strategic functions. This will be cross-sector.

It will support the Board to plan, co-ordinate and deliver a package of strategic programmes in the region. This will include the Growth Deal projects.

It will be led by a Programme Director, who will be accountable to the North Wales Economic Ambition Board, and will have the following detailed functions:

- Providing the North Wales Economic Ambition Board, UK Government and Welsh Government with quarterly performance reports on Growth Deal projects;
- Work to the strategic direction as set out by the North Wales Economic Ambition Board;
- Develop, maintain and monitor a comprehensive performance management system and evaluation framework that will operate at both the corporate level and the project level;
- Ensure that “due diligence” is undertaken on each Growth Deal project;
- Be responsible for the management and co-ordination of the Growth Deal Programme, gateway reviews, and the annual Business Plans, including performance and financial management of the delivery programme;
- Provide executive support of new entities created as part of the implementation of the Growth Deal, including the Project Boards;
- Provide research and analysis on impact and wider benefit realisation, as well as market trends;
- Co-ordinate stakeholder engagement in relation to the delivery of the Growth Vision and the Growth Deal.

It will also co-ordinate the Executive Officers Group – which will be the professional executive for the Growth Board. This will include Lead Officers from various partners. The Group will oversee co-ordination and joined-up working, and will review and update the Programme Risk Register.

We will make improved use of existing resources currently within the region, to collectively work on a common regional agenda and to deliver the North Wales Growth Vision and Deal.

The Programme Office will need to be structured and shaped in view of the governance arrangements of the North Wales Economic Ambition Board. It will need to be developed and evolve gradually and incrementally. The focus will have to be on pooling existing resources and deliver a more resource-efficient approach, strengthening resilience and sustainability. Its key aim will be to support the North Wales Economic Ambition Board, and to deliver the Growth Deal.

SUB-COMMITTEES FOR THE NORTH WALES ECONOMIC AMBITION BOARD

The North Wales Economic Ambition Board is empowered to establish sub-committees for any matters which they feel would be better dealt with in this way.

These sub-committees may be advisory and report to the North Wales Economic Ambition Board with recommendations, or be provided with delegated powers, from the North Wales Economic Ambition Board, which will provide them with a defined level of decision making powers.

The North Wales Economic Ambition Board will aim to establish a **North Wales Regional Transport Sub-Committee** to co-ordinate regional transport planning and investment, in partnership with the Welsh Government. It will be responsible for the following:

- To plan and co-ordinate a joined-up and integrated strategic transportation network and service in North Wales;
- Collaborate with Welsh Government and Transport for Wales to ensure objectives for transport investment are aligned;
- Define the transport priorities for the region and present business cases to the UK and Welsh Governments to target funding;
- To plan and co-ordinate the delivery of strategic transportation interventions, including Growth Deal projects.

The North Wales Economic Ambition Board is committed to strengthening the existing **Regional Skills Partnership**. This currently represents a wide range of stakeholders, including business organisation, employers, high and further education and local authorities. The Partnership provides strategic leadership and informs a demand-led and sustainable regional skills system that delivers on economic priorities. It reports to the Welsh Government and the North Wales Economic Ambition Board and has the following role:

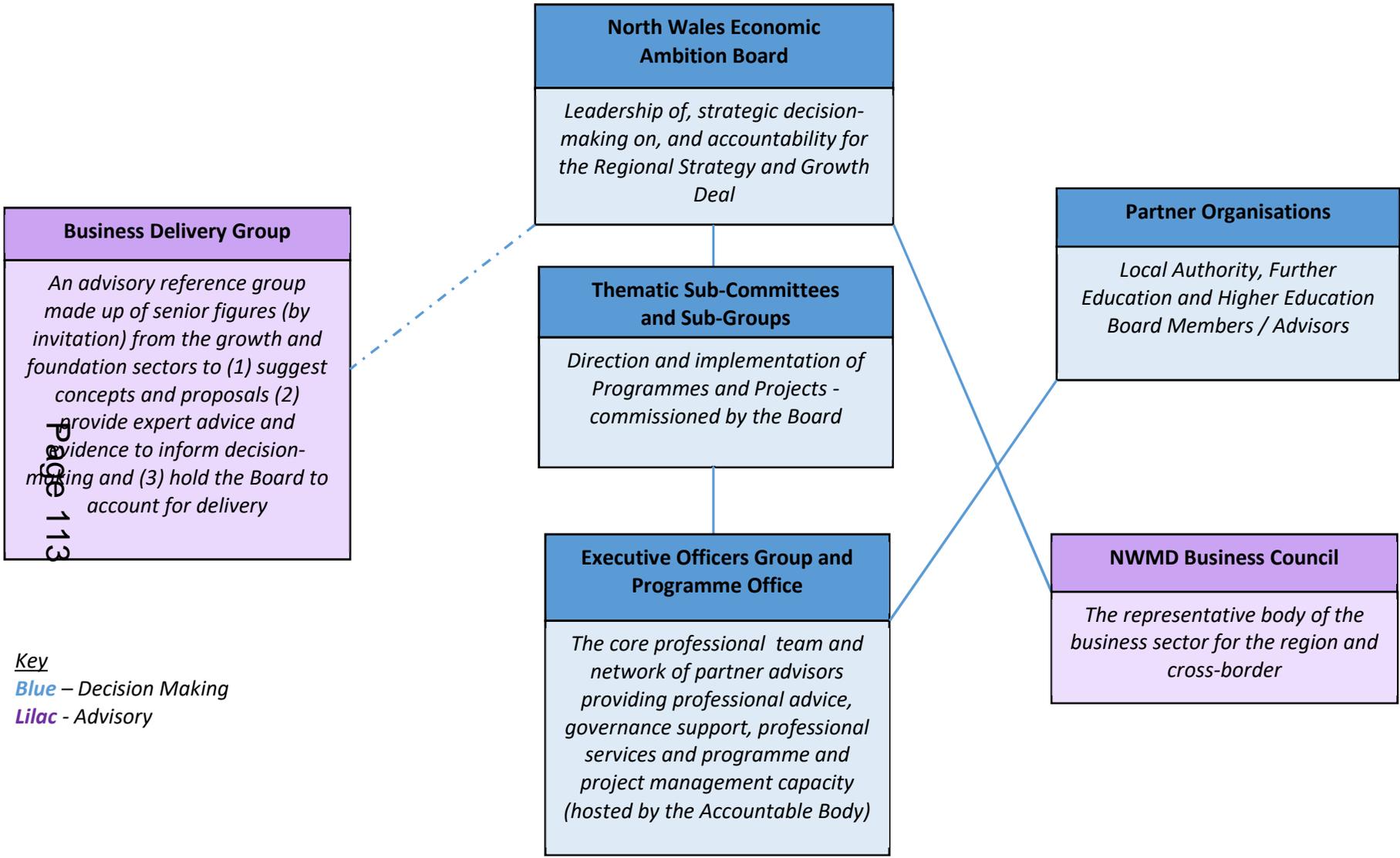
- Supporting the Welsh Government’s “Curriculum for Wales, Curriculum for Life” Plan, by encouraging closer alignment between future employer skills need and education provision across the region;
- To plan and co-ordinate a joined-up and integrated skills and employment service in the region;
- To identify and respond to the economic and social skills needs of the region, and to align activity to future demands;
- To engage with employers and other stakeholders to identify current and future skills needs and plan accordingly;
- To align the activities of the Partnership with the priorities and activities as set out in the North Wales Growth Vision and North Wales Growth Deal.

We will also be seeking to build stronger links with existing regional forums, such as the Tourism Forum.

A series of **Project Boards** will be established to co-ordinate the development and delivery of strategic interventions, including Growth Deal projects. They will include representative from all the relevant partners, and will report to the Executive Officers Group in relation to progress against key milestones, as well as performance, outcomes and risks.

All the Project Boards will be operational in 2019-20, supported by the Programme Office.

The North Wales Economic Ambition Board will be the overall Programme Board for the development and delivery of the Growth Deal, guided and supported by the Executive Officers Group and the Business Delivery Group.



Key
Blue – Decision Making
Lilac - Advisory

SECTION 13 – RISK REGISTER

It is crucial that all risks, be they Programme or Project level risks, are identified, evaluated and controlled in a transparent, consistent and systematic manner.

The Programme Director – through the Programme Office – will co-ordinate the development of a high-level Programme Risk Register, focusing on strategic risks for the planning and development stage.

A detailed risk analysis will be undertaken for all projects by the Project Sponsor as part of the development of the 5 Case Business Model Process, with a project specific Risk Register established to assist in the ongoing management and mitigation of all risks during project implementation.

The Programme Office will also co-ordinate the compilation of the Growth Deal Projects Risk Register against the Growth Deal Programme Plan.

The Risk Registers will set out clearly the identified risks, status and mitigating strategies. The Risk Register will cover areas such as governance, financial, Stakeholder Engagement and Communication and Commissioned Projects.

The Risk Registers will be reviewed on a regular basis by the Executive Officers Group. A summary of the most significant risks will be reported to the North Wales Economic Ambition Board.

SECTION 14 – GROWTH DEAL PROGRAMME PLANNING AND MONITORING

PROGRAMME MONITORING

A detailed Programme Plan will be developed for the Growth Deal in line with the Implementation Plan. This will be jointly developed between the Programme Office and the Project Sponsors.

The Programme Director will have day to day responsibility for managing the monitoring and evaluation processes for projects.

Monitoring and evaluation information will be presented to the North Wales Economic Ambition Board on a quarterly basis by the Programme Director. This will be in the form of a suite of specified monitoring information submitted on a retrospective basis.

The North Wales Economic Ambition Board will continually assess the monitoring and evaluation information collected and use it to inform the Growth Vision and future investment proposals and to identify opportunities to achieve enhanced outcomes and impacts.

A dashboard will be used across the Governance Structure to monitor progress across all aspects of the Growth Deal. A RAG (Red, Amber, Green) scale is assigned to programmes and projects by the Programme Director, acting on advice from the Project Boards.

This table shows the guidelines that the Programme Director will use when determining the RAG status, and the action required:

RAG Status	Projects/Programme Status	Action Required
Green	On track for completion within desired timescales	No management action required
Amber	Project may be at risk to meet deadlines if issues are not addressed	Management action is in place by the Programme Office and/or senior management to address issues
Red	Project is at risk to miss a schedules completion date	Immediate action is required by senior management and relevant Boards as appropriate to address issues

The Executive Officers Group will consider the RAG Dashboard, and advise the Programme Director which concerns should be escalated to the North Wales Economic Ambition Board.

Project Sponsors will be responsible for collecting and submitting their monitoring data to the Programme Director in accordance with a series of pre-agreed timescales, most probably on a quarterly basis. This will enable the Programme Director to analyse and collate data for submission to the Executive Officers Group and the North Wales Economic Ambition Board.

Once the relevant progress reports have been considered by the North Wales Economic Ambition Board, they will be reported to both Governments – again, on a quarterly basis.

To assess how the Growth Deal is aligning towards the Growth Vision and the strategic outcomes for the region, the Programme Director will produce an Annual Report on all Growth Deal activity. The template for the Annual Report will be agreed with Government.

The report will be presented to both Governments and the North Wales Economic Ambition Board annually.

Monitoring and evaluation reporting will also be provided to the Accountable Body.

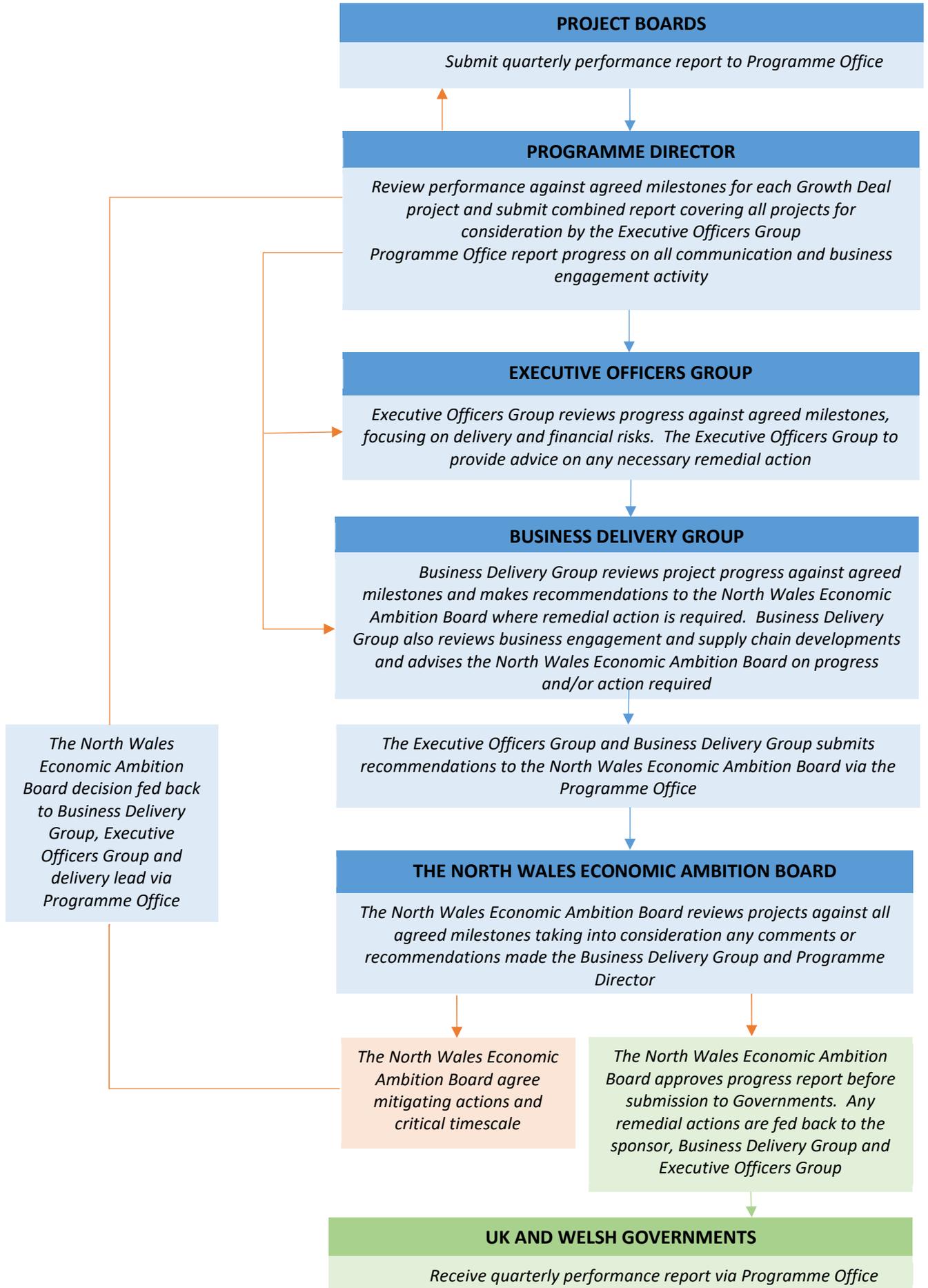
In order to effectively discharge their responsibilities in relation to the programme management of Growth Deal, the Accountable Body monitor information on a pre-determined frequency in support of claims for funding from individual projects. This is determined during the development of the formal Growth Fund Agreements/Memorandums of Understanding for individual projects.

This ensures that the Accountable Body is satisfied that funding is being released appropriately in accordance with contracted arrangements. It also provides the mechanism for the Accountable Body to track the achievements of agreed project activity, spend, milestones, outputs and outcomes.

All programme level reporting in relation to the Growth Deal and its associated projects will follow a clear process as set out in the following model:

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PERFORMANCE MONITORING PROCESS FOR GROWTH DEAL PROJECTS



SECTION 15 – BUSINESS CASE ASSESSMENT PROCESS

All projects have in place a credible and robust outline business plan, which includes a detailed financial profile and budget.

It is the aim of the North Wales Economic Ambition Board that all projects are delivered in five years in order to maximise the full benefit realisation of the schemes funded through the Growth Deal.

Once Heads of Terms is agreed, all the Growth Deal business cases will be developed in greater detail using the HM Treasury and Welsh Government's Five Case Model – an approach which is both scalable and proportionate.

Each business case in support of Growth Deal projects will have to evidence the following:

- **Strategic Case** – the intervention is supported by a compelling case for change that provides fit with other parts of the organisation and public sector;
- **Economic Case** – the intention represents best public value;
- **Commercial Case** – the proposed Deal is attractive to the market place, can be procured and commercially work;
- **Financial Case** – the proposed spend is affordable;
- **Management Case** – that what is required for all parties is achievable.

The relevant Programme Board and the Executive Officers Group will oversee the development of Five Case Model Business Plans.

A Gateway Review process will be used to manage the progress of the Growth Deal Projects through the implementation and delivery. Each Project Plan for Growth Deal projects will have a clear timeline for their Gateway Reviews.

SECTION 16 – ENGAGEMENT PLAN

Robust engagement has been a key theme throughout the process of developing the Growth Vision and OBCs.

Each project will fully engage with relevant stakeholders during the development of the 5 Case Business Model. This will be an ongoing process, following on from the good practice of private sector developer sessions in developing the OBCs.

There will be a dedicated resource within the Programme Office to co-ordinate the engagement across the projects utilising the resources of the Regional Engagement Team.

The Engagement Plan will be underpinned by a Communications Plan which will be developed by the Programme Office. This will build on the Social Media and website activities by the North Wales Economic Ambition Board.

Political Engagement will be planned and co-ordinated through members of the North Wales Economic Ambition Board. This will include regular engagement with both AMs and MPs as well as elected Members from across the region.

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SECTION 17 – INITIAL WORK PROGRAMME FOR THE NORTH WALES ECONOMIC AMBITION BOARD

A work programme was approved by the North Wales Economic Ambition Board on the 1 February, 2019. This Work Programme will be translated into a detailed project plan by the Programme Office, setting out clear tasks, accountability and timelines.

Category	Action	Timeframe (Quarters, calendar year)	Responsibility
Heads of Terms	- Approval of “Programmes” for the North Wales Growth Deal. (3 Key Thematic Areas and 4 Key Enablers).	Q1 2019	Joint Committee
	- Assessment of options and agree way forward on the £240 Million budget available from the UKG/WG to deliver the Growth Deal. (Draft Implementation Plan)	Q1 2019	Joint Committee
	- Review of Outline Business Cases to match commitment within the Draft Implementation Plan.	Q1 2019	Executive Officers Group
	- Challenge sessions with UKG / WG Ministers.	Q1 2019	Representative from Joint Committee with UKG and WG Ministers
	- Approve the Implementation Plan for the Growth Deal.	Q2 2019	Joint Committee
	- Agreement on appropriate and proportionate level of assessment and appraisal of business cases for growth deal projects.	Q2 2019	Joint Committee / UKG / WG
	- Formal approval of the Heads of Terms for the Growth Deal.	Q2 2019	Joint Committee / UKG / WG This will need to be considered as a matter which may involve individual Councils decision at the appropriate juncture.
	- Agreement on “side deals” with WG or MoUs (for example Transport, Property, Business Growth, Skills to deliver the Growth Vision).	Q2 2019	Joint Committee / WG
Governance	- Formal establishment of Joint Committee.	Q1 2019	Accountable Body

	- Practical arrangements for the Joint Committee.	Q1 2019	Accountable Body / Joint Committee
	- Agree Terms of Reference and engagement with Business Delivery Group (private sector advisory board).	Q1 2019	Joint Committee
	- Identify and agree 6 month work programme for the Joint Committee.	Q1 2019	Joint Committee
	- Identify initial terms of reference for sub-committees, in particular transport sub-committee and digital sub-committee.	Q2 2019	Joint Committee
	- Identify initial terms of reference for the "informal" sub-committees (Skills and Employment, Sites and Premises, Business and Innovation, Tourism).	Q2 2019	Joint Committee
	- Identification and final selection of Accountable Body for GA2.	Q2 2019	Joint Committee
	- Agreement on Scrutiny Arrangements.	Q2/Q3 2019	Joint Committee and Councils scrutiny arrangements
	- Undertake a public appointment process for the Business Delivery Group.	Q3 2019	Joint Committee
Finance	- Identify, review and agree a 3 year budget and contributions from all partners.	Q1 2019	Accountable Body / Joint Committee Increases in contributions will be matters reserved to Parties
	- Agree budget for the Accountable Body.	Q1 2019	Joint Committee
	- Agree position on NNDR and capitalisation.	Q2 2019	Section 151 Officers / Accountable Body / Joint Committee
	- Identify and agree LA borrowing requirements.	Ongoing	Section 151 Officers and Monitoring Officers / Accountable Body / Joint Committee
Programme Office	- Agree on recruitment process for a Programme Director.	Q1 2019	Joint Committee / Accountable Body
	- Appointment of Programme Director.	Q2 2019	Joint Committee
	- Agree design and structure of a Programme Office.	Q2 2019	Joint Committee / Accountable Body

	- Agree on ESF Institutional Capacity Bid to support with the work of the Programme Office.	Q2 2019	Joint Committee / Accountable Body
	- Appointment of Programme Managers within the Programme Office.	Q3 2019	Joint Committee / Accountable Body
Commissioned Strategies and Projects	- Agree Project Approval Process (and delegation process).	Q2 2019	Joint Committee / UKG / WG
	- Agree the Business Network North Wales project and implementation Plan.	Q2 2019	Joint Committee
	- Delivery of the LFFN project.	Q2 2019 onwards	Joint Committee
	- Develop 5 Case Business Models for Growth Deal Projects.	Q2/Q3 2019	Joint Committee
	- Approval of the Skills and Employment Plan.	Q3 2019	Joint Committee
Legal and Procurement	- Develop Template Funding Agreement to allow the transfer of Growth Deal funding to the recipient Project Lead Authority.	Q2 2019	Accountable Body / Section 151 / Monitoring Officers / Joint Committee
	- Agree project plan and timeline for the adoption of Government Agreement 2.	Q2 2019	Joint Committee / Monitoring Officers
	- Adoption of Government Agreement 2.	Q2/Q3 2019	Matter reserved to Parties
	- Agree Growth Deal Procurement Strategy.	Q3 2019	Joint Committee / Accountable Body
Monitoring and Evaluation	- Programme Risk Register developed.	Q1 2019	Joint Committee
	- Monitoring and Evaluation Plan agreed.	Q1 2019	Joint Committee
Stakeholder Engagement and Communication	- Development and agreement of business and stakeholder engagement plan agreed.	Q2 2019	Joint Committee
	- Development and agreement of political stakeholder engagement plan agreed	Q2 2019	Joint Committee
	- Communication Plan agreed and protocol.	Q2 2019	Joint Committee
Strategic Regional Function	- Explore key strategic functions at a regional level that will support both the implementation of the deal and wider development activity.	Ongoing	Joint Committee / UKG / WG
	- Agreement of protocol with the Minister for North Wales and the new Regional Standing Committee.	Q2 2019	Joint Committee / Minister for North Wales / Regional Standing Committee
Delivery Management	- All Project Boards in place to coordinate the delivery of commissioned projects.	Ongoing	Project Sponsors

SECTION 18 – BUDGET 2019-20

A budget is in place for the 2019-20 transition year:

Economic Ambition Board Budget - 2019/2020	
Expenditure	(£)
Programme Management Office	
Employee Expenditure (Pay, N.I. & Superannuation)	246,480
Travel and Subsistence	10,000
Engagement and Meetings	11,620
Communications and Public Relations	45,000
Performance Audit Fee	12,500
Supplies and Services	10,000
Regional Engagement Team (RET)	43,480
Premises	5,000
Project Planning, Development and Support	319,800
Programme Management Office Total	703,880
Accountable Body Support Services	
Finance Services Support	105,710
Legal (includes Monitoring Officer)	16,000
Corporate Support	29,400
Information Technology	2,760
Accountable Body Support Services Total	153,870
Joint Committee	
Governance Agreement 2 - Legal	20,000
External Audit Fee	12,500
Joint Committee Total	32,500
Total Expenditure	890,250

Economic Ambition Board Budget - 2019/2020

Income	(£)
Funding Contributions	
Partner Contributions - GA1	
Conwy County Borough Council	(50,000)
Denbighshire County Council	(50,000)
Flintshire County Council	(50,000)
Gwynedd Council	(50,000)
Isle of Anglesey County Council	(50,000)
Wrexham County Borough Council	(50,000)
Bangor University	(25,000)
Wrexham Glyndwr University	(25,000)
Coleg Cambria	(25,000)
Grŵp Llandrillo Menai	(25,000)
Partner Contributions - Other	
Conwy County Borough Council	(40,000)
Denbighshire County Council	(40,000)
Flintshire County Council	(40,000)
Gwynedd Council	(40,000)
Isle of Anglesey County Council	(40,000)
Wrexham County Borough Council	(40,000)
Capitalisation of Project Costs	(250,250)
Private Sector (future years)	0
Total Income	(890,250)
Net Budget	0

Meeting:	Education and Economy Scrutiny Committee
Date:	21 March 2019
Title:	The Effect of Events in Gwynedd
Author:	Roland Evans Senior Manager Culture and Community Economy and Community Department
Member:	Cllr. Ioan Thomas Cabinet Member for Economic Development

1. INTRODUCTION

1.1 This report is presented on the request of the Education and Economy Scrutiny Committee to demonstrate the effect of events supported by the Council on Gwynedd.

2. BACKGROUND

- 2.1 Following the adoption of the 'Gwynedd Plan 2018-2023' by the Full Council on 8 March 2018, obtaining the best outcomes for communities and businesses from events held in Gwynedd has been included within the 'Increasing the Benefits from Major Events' priority.
- 2.2 Following the Cabinet's meeting on 15 January 2019, £50,000 of resources from the Council's Transformational Fund was allocated to support events during 2019.
- 2.3 Although relatively small contributions are offered to event organisers through this fund, the influence and the impacts as a result of the Council's investment ensures:
- creating opportunities for local businesses to take advantage of contracts and supply services
 - opportunities for Gwynedd communities and young people to contribute towards the success of events
 - a central place for the language, culture and unique sense of place of Gwynedd
 - a good co-operative relationship with Welsh Government's Major Events Unit that expects to see a match funding contribution by the Local Authority where the events are held - before confirming its support.
 - raise Gwynedd's profile as a vibrant place and a good place to live, venture and visit.
 - increase the number, expenditure and visitors' stay throughout the year.

3. BACKGROUND AND UPDATE ON PERFORMANCE IN 2018-19

- 3.1 By employing an Events Manager in the Economy and Community Department, the Council ensures that there is a single point of contact for event organisers within the County and promotes the image of 'one Council' when dealing with events.
- 3.2 There is no budget to support event organisers beyond the budget allocated to the field through the 2014-17 and 2018 Council Plans.

- 3.3 The main outputs of the events supported in 2018-19 can be seen below. More detailed information about these events are included in [Appendix A](#).
- 3.4 The outputs are calculated by using a calculation model that is recommended by Welsh Government's Major Events Unit.
- 3.5 It can be seen from the following that the project has realised and achieved its ambition of creating economic benefit of £5m for Gwynedd, with an estimated economic benefit worth £5.7m from 2018-19 events.
- 3.6 It can be seen that a match funding contribution of £51,760 from Gwynedd Council has led to attracting £217,000 of Welsh Government funding to major events and supported holding events with a total budget of over £4.6m.

Budget Total of the Events held	£4,658,808.39
Expenditure of total budget in Gwynedd	£ 896,062.65
Number of Events Supported	25
Number of Participants	10,195
Number of Attendees	70,585
Number of event days	55
Companies employed from Gwynedd	565
Companies employed from outside Gwynedd	1,580
Number of volunteering opportunities	1,870
Number of opportunities for young people	2,776
Economic Benefit for Gwynedd	£5,771,763.00
GVA Impact	£2,809,859.00
Jobs safeguarded in the economy of the County	123
Gwynedd's financial contribution	£51,750
Funding attracted through Welsh Government	£217,500

In terms of value for money, it should be highlighted that for every **£1** Gwynedd Council has invested in events during 2018, the County's economy has benefitted from **£111.53**

OTHER HIGHLIGHTS FROM 2018-19

- 10 people in the County trained through the North Wales Police CSAS (Community Safety Accreditation Scheme) course to give them the right to stop and manage traffic legally at events
- The success of Barmouth Hurly Burly (an outdoors swimming and running event) attracted 1,000 people to participate in the off peak event in October
- The start of the Tour of Britain Cycling Race in Dolgellau was broadcast on ITV 4
- Festival No. 6 invested £435,000 directly in the economy of Gwynedd
- Red Bull was encouraged and agreed to use Plas Tan y Bwlch as accommodation for the Red Bull Hardline
- A positive meeting was held between Gwynedd's Strategic Events Group and Welsh Government's Major Events Unit.
- The Events Manager worked with or advised over 30 companies or communities regarding matters involving events.

4. THE REASONING AND JUSTIFICATION FOR INVESTMENT FROM GWYNEDD COUNCIL

- 4.1 For the next phase of the Gwynedd Plan, it is intended to learn from the experiences of past plans and change the way the Council works with event organisers.
- 4.2 The Council will not give a 'grant' to event organisers in future, rather it will work with them by investing in their events in order to obtain the best outcomes for the County.
- 4.3 A formal assessment process based on the likely outputs and key benefits to the people of Gwynedd has been established to identify events to be supported. By offering standard terms and conditions while investing in events, the Department believes that it is possible to:
 - i. Provide financial and practical support to attract and retain events that are of economic benefit in the county and encourage them to work with local suppliers and promote Gwynedd;
 - ii. Develop a local supply chain to provide goods and services to events in Gwynedd and beyond;
 - iii. Promote the county to visitors and investors via the events;
- 4.4 By implementing the above, it is intended to create new business for indigenous enterprises in Gwynedd and attract more visitors and investors to Gwynedd.
- 4.5 If a budget is not available for investing in events, the Council will not be able to collaborate as effectively with organisers or positively influence in order to increase the benefits for the County. This could lead to:
 - 4.5.1 The risk of losing events from Gwynedd completely or seeing them relocating to other areas of Wales and beyond;
 - 4.5.2 Losing the economic benefits for Gwynedd businesses and communities;
 - 4.5.3 Miss the opportunity to raise the profile and image of the county amongst the people of Gwynedd and visitors;
 - 4.5.4 Miss the opportunity to influence the use of Gwynedd's unique language and culture at events and offer valuable experiences to the young people of the County;
 - 4.5.5 Fail to collaborate effectively with Welsh Government's Major Events Unit to attract and support major events in the County as it would not be possible for them to support events in the County without match funding from Gwynedd Council.
 - 4.5.6 Miss the opportunity to influence and promote quality, Welshness, sense of place and opportunities for local companies and communities in events

5. 2019-2020 OPPORTUNITIES

- 5.1 Many opportunities for events during 2019 have already been discussed and an advert was recently published on the Council's website requesting event organisers to declare an interest in working with us. Following a scoring process with the Cabinet Member, Head of Economy and Community and the Project Group, it was agreed that the Council would invest in supporting the following events during 2019:

Event Name	Proposed Investment from Gwynedd Council
Wales 360	£6,000.00
Abersoch Tripple Crown	£4,000.00
Always Aim High– Slateman Trail Marathon	£4,000.00
Red Bull – Hardline, Dinas Mawddwy	£4,000.00
Bash Mawr y Bala	£4,000.00
Bangor Circus and Youth Festival	£4,000.00
Snowdon Race and Mountain Running World Cup	£4,000.00
Abersoch Dingy and Keelboat Week and Edinburgh Cup	£2,000.00
Race the Train, Tywyn	£2,000.00
Bwrlwm Bermo - Barmouth Hurley Burley	£2,000.00
Roc Zip World Rocks, Chwarel y Penrhyn, Bethesda	£2,000.00
Gŵyl Fwyd Caernarfon Food Festival	£2,000.00
Three Peaks Yacht Race, Barmouth +	£2,000.00
Y Wledd Symudol – Moveable Feast (Bangor, Porthmadog + Chriccieth)	£2,000.00
Ras Cychod Pŵer Abersoch Power Boat Race	£2,000.00
Sesiwn Fawr Dolgellau	£1,000.00

6. NEXT STEPS

Following the recommendations of the Project Group, the Department will now be developing partnership arrangements with the above event organisers in order to ensure the best outcomes for the people of Gwynedd. A report on performance and outputs will be presented to the Cabinet before the end of 2019.

APPENDIX A
Real outputs of the events supported
2018-19

Page 131

Name of Event	Number of Participants	Number Attended	Number of days	Number of companies employed from outside Gwynedd	Number of companies employed from Gwynedd	Number of volunteering opportunities at the event	Number of young people benefitting	Reported Economic Benefit for Gwynedd	GVA Impact	Jobs supported	Gwynedd's contribution
<u>LARGE</u>											
1 Harlech Triathlon	381	1,143	1	10	12	86	26	£112,917.00	£50,813.00	2	£1,250.00
2 Llanc y Llechi Tour of Britain (M)	1,267	3,801	2	10	12	86	27	£472,363.00	£212,563.00	9	£1,250.00
3 Bala Big Bash Trail	0	0	1	0	0	0	0	0	0	0	£10,000.00
4 Marathon	721	3,000	2	5	19	86	223	£329,309.00	£148,189.00	7	£5,000.00
5 Festival No. 6 Red Bull - Hardline	2,121	6,363	1	10	12	87	26	£620,972.00	£279,438.00	12	£1,250.00
6	2,,883	11,115	4	1,250	50	215	0	£2,352,095.00	£1,058,443.00	47	£5,000.00
7	29	3,000	1	19	15	60	29	£385,000.00	£173,250.00	8	£5,000.00
<u>STRATEGIC</u>											
1 Caernarfon Food Festival	350	20,000	1	22	88	120	200	£90,760.00	£40,842.00	2	£2,000.00
2 Llanberis Moveable Feast Bangor	60	1,000	1	20	30	50	120	£15,728.00	£7,078.00	0	£500.00
3 Moveable Feast Three Peaks	80	1,200	1	30	50	70	150	£13,060.00	£5,877.00	0	£500.00
4 Boat Race	80	620	7	12	10	29	0	£31,162.00	£14,023.00	1	£2,000.00

	Cricieth Moveable											
5	Feast Zip World	80	2,300	1	40	40	60	240	£38,846.00	£17,481.00	1	£500.00
6	Rocks Supernova	200	1,800	1	0	20	50	50	£101,800.00	£45,810.00	2	£2,000.00
7	Weekend Porthmadog Moveable	114	236	3	0	4	37	2	£58,100.00	£26,145.00	1	£2,000.00
8	Feast Snowdon	40	1,900	1	40	20	60	660	£46,658.00	£20,996.00	1	£500.00
9	Race Abersoch	900	4,000	1	25	15	150	200	£183,928.00	£82,768.00	4	£2,000.00
10	Dinghy Week	225	500	7	5	30	40	90	£180,600.00	£81,270.00	4	£1,000.00
11	Parafest Racing the	226	907	2	15	10	30	0	£120,304.00	£54,137.00	2	£2,000.00
12	Train Abersoch Keelboat	2,000	5,000	1	15	25	400	350	£463,019.00	£208,359.00	9	£2,000.00
13	Week	230	650	7	5	30	25	120	£169,700.00	£76,365.00	3	£1,000.00
	<u>SMALLER</u>											
	Wales Open Wakeboarding											
1	Competition	28	100	2	0	2	3	13	£7,312.00	£3,290.00	0	£1,000.00
2	Gwyl Car gwyllt	100	550	1	0	7	40	150	£7,064.00	£3,179.00	0	£1,000.00
3	Sesiwn Fawr Dolgellau	140	1,200	3	5	35	26	90	£69,024	£31,061.00	1	£1,000.00
4	Barmouth Hurly Burly Caernarfon	673	1,200	1	42	9	45	0	£315,645.00	£142,040.00	6	£1,000.00
5	Pirate Festival	150	8,000	2	0	20	15	10	£58,760.00	£26,442.00	1	£1,000.00
		10,195	79,585	55	1,580	565	1,870	2,776	£5,771,763.00	£2,809,859.00	123	£51,750.00